

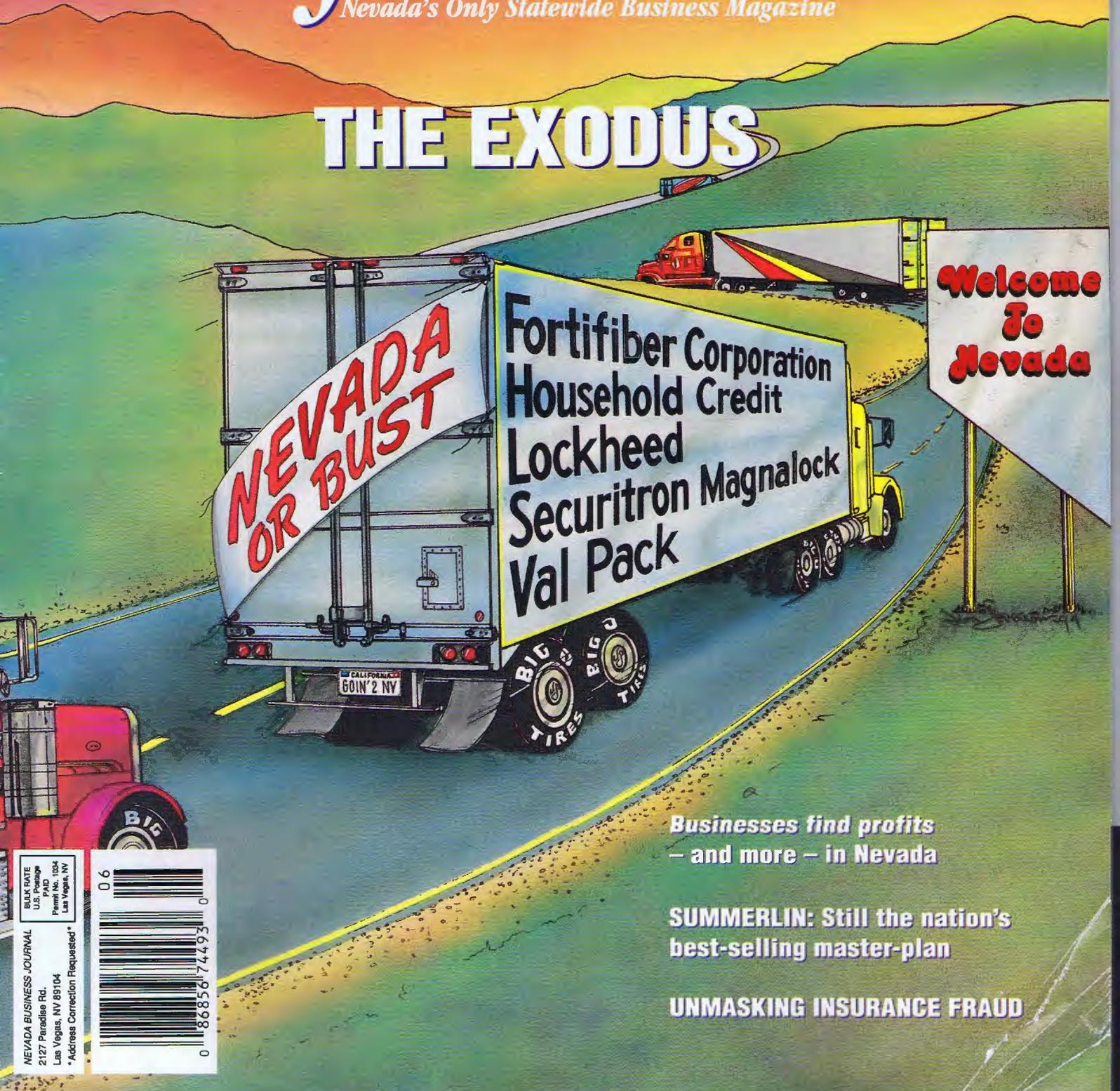
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FROM THE EDITOR



Connie Brennan

Economic Development. They are the buzz words of the '90s. Everybody's talking about it. The problem is, not everyone understands it.

I had lunch with a business associate last week. My dining partner was a long-time Nevadan who has owned and operated a successful small business for many years. He is an extremely intelligent, educated older man (my definition of "older" is anyone 10 years my senior) for whom I have a great deal of respect.

During the course of lunch, the subject of economic development was raised. To hear him tell it, economic development is the root of all evil. It is the reason for traffic congestion, overcrowded schools and environmental problems. It is the culprit behind crime, water shortages and bad air quality. Economic development is the reason he spends more time getting to work and less time watering his lawn.

He was so adamant about his position, that it was impossible for me to put up a respectable defense for economic development. So, John, if you're reading this, listen up.

Economic development is not the problem. It is part of the solution. It is one of the reasons your company has been so successful in this state. It's about public and private enterprises working together for the betterment of our communities. It is not about unrestricted growth, but in quality growth through diversification. It's about attracting companies that are compatible with our environment and give our citizens high-paying jobs.

Growth is not a four-letter word. But if you haven't already noticed, politicians are treating it as such in their campaign slogans which are cropping up on every intersection in the state.

John, you may want to move a little closer to your business, or move your company a little closer to your home. That way you wouldn't have to spend so much time driving and reading all those political signs depicting anti-growth sentiments. And, about your lawn, have you considered desert landscaping? 



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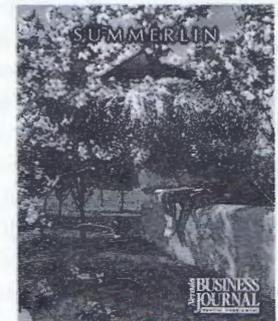
1-A Economic Development

In Nevada, economic development carries numerous definitions – from diversification and growth to education and lifestyle. This special supplement examines in-depth the delicate balance the Nevada Commission on Economic Development and 12 Development Authorities must strike between potential unbridled growth or a stagnating economy.



1-B Summerlin

Ranked for the second year in a row as the nation's best-selling master-planned community, Summerlin continues to draw rave reviews. Here's a progress report on the rapidly-growing community under development by Summa Corporation, as well as news of Summa's diverse portfolio of prime office, business, industrial and retail projects.



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Unmasking Insurance

Insurance fraud is now the second largest white-collar crime in the nation, second only to income tax evasion. Estimates of the total cost to property/casualty insurance companies vary widely. The U.S. Commerce Department and some industry associations put the total at \$20 billion a year, or about 10 percent of annual paid claims and losses. The National Insurance Crime Bureau (NICB) estimates the total cost at \$30 billion, or closer to 15 percent of claims and losses, if staged auto thefts are included.

On top of these property/casualty losses, the Health Insurance Association of America and the General Accounting Office estimate that fraudulent health insurance claims cost the industry more than \$75 billion annually, despite health insurers' efforts to weed out dishonest insurance applicants.

What types of fraud account for these staggering costs? Insurance fraud seems limited only by a claimant's imagination, often assisted by unethical medical professionals, attorneys, or public adjusters. In the property/casualty industry, fraudulent acts can range from simple schemes, such as an auto body shop that increases the price of repairs to cover an insured's deductible, to sophisticated, organized rings of dishonest physicians, chiropractors and attorneys who unnecessarily build up a workers' compensation or bodily injury liability claim.

Other typical examples of fraud include staged auto accidents or thefts, arson, phony medical "specials", slip-and-fall schemes, bogus commercial or residential burglaries, over-utilization of medical treatment, fictitious workplace injuries and employers who understate payrolls.

By Richard Carris, CPCU, CLU

FRAUD

In the past, property/casualty insurers sought to control fraud primarily to protect their assets and restrict underwriting losses. With the regulatory and competitive pressures that prevail today, controlling fraud is no longer an option, but a key to economic survival.

A long way to go

.....

Efforts to combat insurance fraud have improved significantly during the last decade as insurers and regulators have implemented anti-fraud measures. But much work remains. One primary reason for the continued rise of fraud is the industry's failure to make the public understand fraud substantially increases costs, and therefore, premiums.

Recent surveys also show a significant group of consumers do not perceive insurance fraud to be a crime. A 1993 fraud study conducted by the Insurance Research Council (IRC), for example, found approximately one in five respondents saw nothing wrong with increasing the amount of an insurance claim to make up for premiums paid in previous years when they did not submit a claim.

Other factors also have prevented insurers from successfully curbing fraud. Antitrust considerations deter insurers from joining forces to fight fraud, and insurers and regulators often do not work together effectively on this issue. In some instances, insurers may fail to insist cases of fraud be fully prosecuted, in part because of the threat of civil suits.

Costly conflicts of interest

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Another major contributor to fraud is the conflict of interest created when negligence attorneys and public adjusters are permitted to earn contingency fees based upon a percentage of the settlement. As a result, attorneys have a vested interest in having claimants over-utilize medical treatment to incur high medical bills, and

public adjusters benefit when insureds inflate the severity of a property loss.

Last fall, following an extensive investigation that focused primarily on public adjusters in New York, more than 40 individuals, including many public adjusters, independent adjusters, insureds and others, were indicted in what may be the most stunning example of property fraud to date. According to officials, this far-reaching scam has already cost property insurers over \$65 million, and the NICB estimates total losses could reach one billion dollars.

No dearth of databases

.....

Insurance databases containing information on claimants may represent the single most effective loss-prevention weapon available to insurers. However, the proliferation of databases initiated by various trade associations has created a fragmented approach to fighting fraud.

Many of these databases contain duplicate information, and often, they do not communicate with each other. Since most of the databases are not linked together, and use different reporting formats, valuable information contained in each database is not accessible by every entity fighting fraud. Moreover, insurers and regulators are not sharing the information, although some recent progress has been made in this area.

Not all insurers or self-insurers even make use of the databases. For example, California's largest workers' compensation insurer, the State Fund, does not even subscribe to the existing Index System to gain information on employees' previous workplace injuries. And many insurers use the databases simply to deny claims, thereby giving a dishonest first-party insured or third-party claimant an opportunity to victimize another insurer.

Meanwhile, the general public still remains unaware these databases even exist, since industry executives have kept

them out of the limelight because of consumer privacy concerns. Many insurers have invested in public awareness anti-fraud campaigns, but their advertisements do not mention the extensive network of databases insurers can access to verify claim information. This approach is badly outdated in an era when consumers and regulators concerned about rising premiums want to know exactly what steps the industry is taking to combat fraud.

Fraud busters at the state level

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Regulators also are actively involved in fighting fraud. Leading the effort at the local level are the state fraud bureaus, state insurance departments, and state and federal law enforcement agencies, including the FBI. However, most states are not aggressively combatting insurance fraud, as shown by the fact that most state insurance departments do not even have a dedicated fraud bureau. In the 14 states that do have such bureaus, they are often a small part of the insurance department, with insufficient budgets, especially when viewed on a per capita or per policyholder basis.

Nonetheless, most of these states do treat insurance fraud as a felony and require insurers to invest in fraud prevention activities. Altogether, 20 states classify insurance fraud as a felony, and three of these (California, Connecticut and Illinois) also treat attempted insurance fraud as a felony.

The New York, New Jersey and California insurance departments all have active fraud bureaus. Prompted by high auto insurance costs, New Jersey, like New York, requires insurance companies to hire one fraud investigator for every 10,000 policyholders. New York's Regulation 79 sets standards for mandatory photo inspections of vehicle identification numbers (VINs). California's 1992 workers' compensation Fraud Reporting Act requires carriers to have dedicated

Unmasking insurance : FRAUD

special investigative units for workers' compensation insurers.

Federal legislation such as the Anti-Arson Act of 1993 and the Anti-Car Theft Act of 1992 should further aid states' anti-fraud efforts. Additionally, as more states extend their immunity statutes to specifically cover insurance fraud, insurers will not be penalized for sharing information with law enforcement agencies and state fraud bureaus. The National Association of Insurance Commissioners' model insurance fraud statutes, introduced in several states in 1993, and model immunity act will further aid insurers by defining a fraudulent insurance act, outlining immunity from liability, and expanding the scope of what is considered insurance fraud.

In addition to the national associations formed specifically to deter insurance fraud, the battle against fraud is being waged by many effective local associations and coalitions, such as Philadelphia's Insurance Task Force, New York's Metro Special Investigative Association, and Massachusetts' Association of Auto Theft and Arson Investigators.

Coalitions such as auto theft prevention authorities, combat auto theft programs and anti-car theft committees specifically target auto insurance fraud. On a more limited basis, many of the dozen or more major property/casualty trade associations, such as the American Insurance Association, the Alliance of American Insurers and the National Council on Compensation Insurance, also devote resources to combatting fraud.

SIUs: Money well spent

Supplementing industry databases and regulatory efforts, most property/casualty insurers now have special investigative units (SIUs) as part of their fraud control programs. SIUs are dedicated fraud-fighting units, usually employing individuals with backgrounds in claims investiga-

tion or law enforcement to investigate suspicious claims. Some insurers' SIUs take over all aspects of a claim once a file has been referred, while others provide only investigative support. All SIUs educate and train claims personnel to identify the red flags of a potentially fraudulent claim.

According to a survey of insurance company SIU efforts conducted by the IRC, approximately two-thirds of insurers have an established SIU. The median amount spent annually on fraud deterrence by each of the 66 survey respondents is just under \$400,000. This money is used not only to support the SIU units, but to support the databases and outside investigators, and pay for legal, training, and other investigative measures.

The attorney general of Massachusetts has stated that for every dollar spent on fraud prevention in 1992, the state recovered \$40. This amounted to \$14.4 million in restitution for workers' compensation claims alone. It is for this reason that New Jersey's Insurance Fraud Division has more than 130 full-time fraud investigators, the largest number of any fraud bureau.

The missing link

With SIUs and other weapons, why aren't insurers making more progress in curtailing fraud? Some SIU executives feel the widely used Index System, a computerized network which tracks information on bodily injury and workers' compensation claims, is antiquated and should be taken over by the NICB.

Regardless of what improvements are made to the Index System, however, insurers must take two crucial steps if they are to make progress in curbing fraud. All organizations must be encouraged to join the database networks, and all professionals involved in fighting insurance fraud must have access to the information in all industry databases. A compre-

hensive all-industry fraud database link would enable fraud fighters to cross-check databases, giving them access to claim and loss data that would allow the industry to take a major step toward reducing fraud.

For example, the California Department of Insurance believes 15 percent to 20 percent of all California auto insurance claims are fraudulent, and that there may be a high degree of correlation between these drivers and fraudulent workers' compensation claims submitted in this state. By cross-checking databases, fraud fighters could compare the names of claimants filing workers' compensation claims with those filing automobile theft claims to identify potential perpetrators of fraud.

Data communications technology now exists that would make it possible to integrate all database systems and networks, while allowing each organization to maintain ownership of the information in its own database. Other issues to be resolved include who would be permitted to access the databases via such a link, the type of information maintained, data security, standardization of reporting, consumer privacy, possible antitrust concerns, underwriting access and the rights of self-insurers.

Creating an all-industry fraud database link would require the mutual cooperation of numerous stakeholders. Insurers, trade associations, state fraud bureaus, insurance departments, local and federal law enforcement agencies, large self-insurers and others would all have to work together in a true partnership. Uniting these diverse parties to meet this challenge will be difficult, but is imperative if the industry is to end the scourge of insurance fraud. ❀

Richard Carris, CPCU, CLU, is a consultant in Ernst & Young's Risk Management Consulting Practice in New York.

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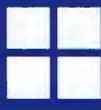


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Economic Development



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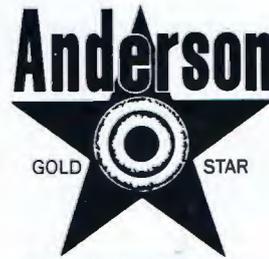
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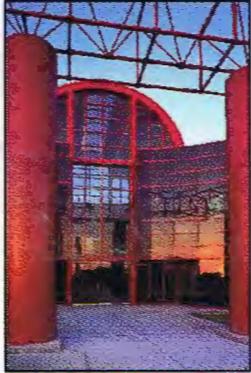
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Creating the Right Environment for Economic Development in Nevada

by Governor Bob Miller

Sometimes I wonder if we Nevadans fully realize how good we have it. By any standard, the Nevada economy is among the most robust in the nation. Consumer confidence is strong, as shown by double-digit growth in taxable wholesale and retail sales. A recent report shows we lead the nation in job growth. Our per-capita income is well above the national average, and our unemployment rate has dropped sharply to well below the national average.

The news is out about Nevada, and it's not the same old story of glitz and gaming. Oh sure, our resort and entertainment industry will always get headlines. And we should be proud.

But increasingly, the national media is interested in reporting on the economic surge that has made Nevada one of the most attractive states in which to live and do business.

Several hundred firms have come to Nevada and/or significantly expanded existing operations in the Silver State over the course of the 1990s. Why? The answers are many. We need to recognize that economic development and diversity only happen when a variety of positive things work together, creating the right business climate.

State government, our economic development agencies and our business community must consistently send a clear signal that Nevada is pro-business. As governor, it's my responsibility to be a leader in setting that tone. Sometimes that calls for tough decision-making.

It's hard to believe that a state has a good business climate if the government of that state isn't in good working order. Three years ago, the national recession



DECAPUA

caught up with Nevada. State revenues plunged. In some ways, the easier way out might have been to slap on some taxes to ease the budget strain. Instead, I ordered state government to cut back on spending. We minimized the impact, but inevitably, the level of many services was affected. It hurt. But now we see the longer-term benefits of that decision to live within our means. Our state bond rating remained at double-A, our overall tax burden stayed at third lowest in the country, and private sector investment in Nevada continued to increase.

Last year, we fought another tough battle in order to keep our business climate healthy. Like so many states, our workers' compensation system was facing collapse. Businesses have grave doubts about coming to a state where workers' comp is floundering. I am pleased to say that leadership from my administration, the legislature and the community at large resulted in reforms that have put the State Industrial Insurance System on the road to recovery.

Another key element in creating a good business climate is for government to apply good business principles to itself. That's exactly what we did in reorganizing the structure of state government. We streamlined and consolidated. We established clearer lines of authority and accountability. We increased efficiency and curbed growth of government.

When you ask corporate decision makers what's important when choosing a business location, they often talk about the well-being of employees' families. And that's why we must meet the challenge of providing quality public services while keeping taxes as low as possible.

My highest priority has always been, and will continue to be, promoting excellence in education. It's an area we cannot afford to shortchange. That's why we must move ahead with class-size reduction to create the most conducive atmosphere for learning possible. It's why we need to increase the number of school counselors. And it's why the private sector must get involved in mentoring programs, support community-based youth groups and reach out to our young people to guide them into productive lifestyles.

I wouldn't want to sign-off without saying that our economic development authorities are doing a tremendous job of spreading the positive word and clearing the way for new and expanded business investment. And the same goes for our business people who so effectively promote development in Nevada and contribute so much to our quality of life.

The competition isn't going to get any easier, but I'm confident in the ability of Nevadans to work together to build an even more successful future. ■



Economic Development

*Preserving
Nevada's
Quality of Life*



ON THE COVER

(clockwise from upper left)

Lockheed's new Las Vegas facility at the Hughes Airport Center

Photo: Industrial Photographics

The Mountaingate high-tech operation, now open in Reno;

Fortifiber Corporation breaks ground in Fernley, (l to r): Peter Rath, corporate engineer; Bill Rieger, resident manager; Carl W. Thoms, executive vice president, operations; Stuart Yount, chairman and CEO; John Stanko, director; Phillio Alspach, director; Doug Driver, director; Robert A. Thomas, president and director.

Securitron Magnalock Corporation located in Reno.

Photo: Jeffrey Dow

by Debra Lynn Deming

Economic development is not about a group of business people planning how to get rich. Economic development creates quality of life. It keeps us employed in good paying jobs. It helps keep crime off the streets. It keeps our children near home – when they are grown, they can find jobs nearby. It's not just about tax rates and incentive programs. It's about people, clean air to breathe, rivers in which to fish, and parks in which to play. As an economically based society, it is our past, our present and our future.

The prosperity of Nevada's past came naturally. Abraham Lincoln accelerated Nevada's entry into the Union to utilize her rich silver deposits to finance the Civil War, thus her epithet, "Battle Born". Nevada's gold, mined from Virginia City's Comstock Lode, created more than

a few millionaires and helped build San Francisco. The mystique of casino gaming brought visitors from all over the world to test their luck at the wheels of fortune. For Nevada, born with the natural resources for success, prosperity could chart its own course.

Contemporary Nevada has matured from her wild days on the frontier. Her natural resources are used more conscientiously. Her goal now is to maintain and enhance quality of life with a strategically focused economic development effort. Nevada is aware other states have recognized gaming as a legitimate industry. And though Nevada is still the nation's leading silver producer and the world's second largest gold producer, profits in the mining industry are volatile. These factors have left the state highly motivated to diversify.

Nevada's economic development system has evolved into 12 development authorities. Each authority works independently for their own region, as well as in concert with the other development authorities and the umbrella organization, the Nevada Commission on Economic Development (NCED).

Tim Carlson, executive director of NCED is proud of the cooperative efforts of the individual development agencies and NCED.

"We have developed a team approach to improving and diversifying Nevada's economy," he said. "Through cooperation and constant communication, information is shared and the entire state has benefitted. As an example, if a company is considering locating in a particular area of Nevada and necessary resources are not available, the development authority will make every effort to have them locate in a different area of the state."

This "team approach" to economic development has had tremendous success in helping to diversify and expand Nevada's economy.

"The West in general, and Nevada in particular, is doing better than the rest of the country," according to a study by the Twelfth Federal Reserve District. In a study by the State Policy Research Organization which measured the overall index of economic momentum, Nevada placed first among all 50 states. And according to the Federal Reserve Bank of San Francisco, "The Nevada economy is strong. Its strong growth is expected to expand at a greater rate in 1994."

A healthy employment growth rate, increased average incomes and record incorporations in the state are prime indicators of a thriving economy. The U.S. Department of Labor reported Nevada as having the second highest gain in average annual incomes in the nation to just under \$25,000 per year. In 1993, incorporations were up 22 percent. The number of companies filing for limited partnerships was up 13.6 percent. In fact,



Although Nevada is one of the world's top gold producers, profits from mining – the state's second largest industry – are extremely volatile. This is just one factor prompting the push to further diversify Nevada's economic base.

Inc. Magazine named Nevada's entrepreneurial climate as one of the best in the U.S. Income in manufacturing jobs grew the fastest at 13.7 percent. Mining was the only industry that did not grow in 1993, although it is expected to in 1994, and it remains the highest paid industry in Nevada at an average annual salary of \$41,293 per year.

The National Planning Association projected Nevada will continue to grow through the year 2000, with an average annual employment growth rate of 5.2 percent. Nevada's actual job growth for 1993 of 8 percent exceeded that optimistic rate even during a year with severe winter weather.

Progress in rural Nevada is happening at all levels of the economic development scale. From building infrastructure to handle future growth, to sprucing up timeworn facades to draw additional tourist traffic. One example is the \$2.5 million renovation of the century-old Eureka Opera House.

Some rural communities are also outpacing larger counterparts in attracting distribution and manufacturing facilities. Twenty-four new industrial companies and nine expansions created over 800 new jobs in the Carson, Douglas, Lyon and Storey County region in 1993, and 10 new companies have committed to



Tim Carlson, executive director of NCED

moving to the area so far this year.

Young entrepreneurs are also moving what they call, "back-room" offices, to rural Nevada. They use faxes and modems to set up shop where the air is clear and the mountain bike trails are near. And, the government's plan to relocate the Navy's "Top Gun" fighter pilot school from the Miramar Naval Air Station in San Diego to the Fallon Naval Air Station will create 204 new military jobs and an estimated 284 civilian jobs.

In the last ten years, over 600 new companies have relocated to Nevada, 169 Nevada firms expanded, 28,983 primary



Ken Lynn, executive director of EDAWN

jobs were created, and well over 25,000 secondary jobs were created. In a state that has only recently topped a million in population, those figures are impressive.

Regardless, these statistics represent more than just numbers on paper. "We need to focus more on the economic impact of these companies rather than simply making a mark indicating we've recruited another," said Ken Lynn, executive director of the Economic Development Authority of Western Nevada (EDAWN). "It's the economic impact of each firm which makes the difference."

Industries which Nevada's development authorities are seeking to entice include, but are not limited to: medical and scientific instruments; advanced technology; bio-technology; telecommunications; computer peripherals; back-room offices; environmental technologies; electronic components; aerospace; plastics; and agricultural/food processing.

Specific factors contributing to Nevada's ability to attract these types of industries include an extensive transportation network and excellent proximity to the Western U.S. and Pacific Rim markets. The state offers two international airports, a broad network of major inter-

state highways and a grid of cross-country rail lines serving the North, South, East and West. Nevada borders on five states and is next door to the sixth largest economy in the world - California. Low-cost transportation to these markets reaches a potential 50 million customers, approximately 33 million of which can be reached with next-day service.

Nevada's low tax burden, superior climate and quality of life, affordable real estate, state-of-the-art telecommunication systems, a high quality labor force, pro-business attitude, easy access to public officials and lack of "red tape" enhance the value, quality and convenience of doing business in Nevada.

"We work hard to fast-track new projects through our systems," said Ann Barone, director of economic development for the city of Henderson. "Our mission is to attract new industry into the city and make each company's move as simple as possible. We prefer new companies spend less time at city hall and more time getting up and running."

Ron Lee's World of Clowns, a company that makes molded, hand-painted figurines for companies like Walt Disney and Warner Bros., is a recent example of a new recruit. The company sailed through the permitting processes and "red tape" details well within 60 days.

Two companies which moved to Henderson a couple of years ago, Breyers Good Humor Ice Creams and Berry Plastics, have already expanded operations.

"We are even more pleased to see a

business expand in our community than to see new ones come in, because it means the companies are prospering," said Barone.

Dennis Stein, president and chief executive officer of Nevada Development Authority (NDA) believes the state's pro-business attitude has greatly benefitted economic development. "All levels of state and local government, along with private enterprise, demonstrate a commitment to developing and diversifying Nevada's economy," he said. "This pro-business attitude is among our most valuable assets in promoting the state and assisting new and expanding businesses."

To attract new industry to Nevada, NCED and development authorities will focus on two specific trends:

The California Exodus - One in four California businesses surveyed in 1992 reported plans to relocate out of state.

Quality of Life - Now a primary consideration in the decision to relocate.

Nevada's development authorities plan to make the most of these trends by directing efforts toward attracting and retaining companies that provide sound economic benefit to the community. They will also continue to nurture a favorable business environment by connecting the best interests of government, business and the educational system.

The Californians

The mass exodus of businesses from California is causing heads to turn in both



Household Credit Services' new facility is located in the Summerlin Business Park.

states. While a strong California has always been good for the Nevada tourism-based economy, an economically weak, over-regulated California has been great for Nevada's diversification efforts.

For the first time in two decades, the population in California grew at a slower rate than the nation. While the U.S. grew at a rate of 1.1 percent in 1993, California grew at only 1 percent. Nevada, on the other hand, grew at a rate of 3.9 percent – the fastest in the nation. In fact, the U.S. Census Bureau reported Nevada as the nation's fastest growing state throughout the 1980s and continuing into the '90s.

Approximately 40 percent of the 240 new businesses which relocated to Nevada last year came from California. In the last five years, Nevada has absorbed well over 100,000 Californians who have come for jobs, cheaper houses, less crime, fewer taxes and smaller towns. They're tired of the traffic, the pollution and the high price of living in the Golden State.

Many California business owners are fleeing the oppressive tax structure. Nevada's tax burden, by comparison, is significantly lower. No personal income tax, no corporate income tax, no franchise tax on income, no unitary tax, no inventory tax, no inheritance, estate and/or gift tax, and no admissions tax or chain store tax. *Money* magazine ranked Nevada as having the third best tax load in the United States.

Nevertheless, sophisticated California business owners want to know more than just how low the taxes are. They study trend lines. For example, what were the taxes five years ago, and what will they be five years from now?

"The thing an experienced businessman likes least of all is uncertainty," said Ken Lynn, of EDAWN, "Though Nevada's tax structure is attractive, we do not have a statewide master-planned tax policy. We've lost a couple of businesses to Utah and Arizona who both have a



MountainGate Data Systems, a subsidiary of California-based Lockheed Corporation, produces and markets removable, transportable data storage devices.

higher tax burden but a stable tax policy."

Development authorities have recognized this weakness and have included it in their strategic plan to be resolved.

Two businesses with facilities in California recently relocated to Nevada for reasons beyond tax structure: Household Credit Services, Las Vegas, and Lockheed MountainGate, Reno.

Household Credit Services

Nevada lawmakers called a special session and passed legislation that resulted in Citibank's move to southern Nevada in 1984. More recently, Household Credit, which relocated to Las Vegas last year and is building a new 127,960 square-foot facility on 14.6 acres in the Summerlin Business Park, will eventually employ up to 1,400 people.

"Firms that issue credit cards are prime candidates to locate in southern Nevada," stated NDA's Dennis Stein. "Nevada can provide them with a number of advantages. In turn, they can help us maintain our healthy economy." NDA was instrumental in luring both Citibank and Household Credit to southern Nevada.

Household Credit Services, a subsidiary of Household International, is a specialty bank that issues the Household, Ameritech and GM MasterCard and Visas. With more than 9.5 million accounts and \$9.1 billion in receivables, Household is the sixth largest specialty



INDUSTRIAL PHOTOGRAPHICS

Dennis Stein, chief executive officer of NDA

bank in the nation. The Las Vegas facility's primary function is new application processing. They are also moving the collections department to this location.

Mike Walter, director of operations at Household worked for Citibank in Las Vegas before moving to California to work for Household. "I was pleased to be moving back to Las Vegas," he said.

"From a business standpoint, both the state and the community made us feel welcome," continued Walter, "The lack of 'red tape' and the ease of getting building permits is a small example. Nevada's pro-business attitude and lack of regulatory constraints is the main bonus."



A recent study sponsored by MasterCard and conducted by DRI/McGraw-Hill evaluated all 50 states as to their attractiveness to credit card firms. Criteria utilized in ranking the states included restrictions on APR, late fees, cost of doing business, quality of life and the legal environment. Nevada ranked third in the study while California, with the largest credit card employment in the country, ranked 46th.

MountainGate Data Systems

MountainGate Data Systems moved into their new \$1.8 million, 80,000 square-foot facility in Reno's new South Meadows Business Park in September 1993. MountainGate's decision to relocate was the result of a relatively rigorous search for a place compatible with the company's creative philosophy.

"Initially we were not driven by economic factors," said Dr. Glenn Williamson, president of MountainGate Data Systems, a wholly owned subsidiary of the Lockheed Corporation. "We were creating a new enterprise within Lockheed. We needed to bring together several pieces from other locations, and we wanted to put these pieces together in a new location. This was a strategic and broadly tactical effort."

To choose their new location, they first polled employees. No one wanted to move East. Everyone wanted to be by the mountains. MountainGate then hired a consultant to gather information on potential locations. The consultant's quest

was to look for smaller communities each with a high quality of life.

"Actually, I was surprised Reno was our final choice," said Williamson. "We chose Reno, however, because of the overall quality of life it offered. Anywhere in Reno is only a few minutes from the airport. The commutes are negligible, and we were able to maintain our existing supplier base in southern California. Reno offers outstanding trucking and shipping, and we have had no trouble attracting talent. In fact, over the past year, we have been able to recruit three new highly skilled engineers from the Seattle area which initially we thought would be hard to do. All three couples love it here."

The MountainGate facility manufactures and markets removable, transportable data storage devices for commercial electronics users and the military. The facility also has a command control device for the Patriot Missile system on the drawing boards.



Quality of Life

The second trend assisting the state's economic development efforts is Nevada's best kept secret — quality of life. Pursuit of the elusive quality lifestyle has been sweeping the nation as stress-worn executives look for alternatives to taxation, regulation and traffic jams. More and more, executives who have relocated from all over the country choose Ne-

vada, not primarily for its lower cost of doing business, but for the quality of life offered. Rand McNally, for example, voted Reno/Tahoe number one in the country for year-round "Fun in the Great Outdoors" in its publication, *Vacation Places Rated*. Las Vegas was rated by *California Business Magazine* as having the nation's best business climate, living conditions and economy.

Nevada's rural communities have also received accolades. Elko for example, located adjacent to the scenic Lamoille Canyon and Ruby Mountains, and host to the Annual Cowboy Poetry Festival, was voted the best small town in America by Norman Crampton, author of *The 100 Best Small Towns in America*.

Outsiders are only now beginning to see beyond the preconceived ideas of life in Nevada. For example, Nevada is not a flat desert. It is, in fact, the most mountainous state in the union with over 300 mountain ranges and elevations ranging from the Colorado River, at 470 feet above sea level, to Boundary Peak, which is more than 13,000 feet above sea level. Nevada's climate is second to none with more than 300 days of clear sunny skies annually. Weather like that is not only good for business, it's good for the soul.

A prominent Las Vegas executive who relocated from the East Coast said, "I get off of work at 5 p.m. or 6 p.m., head home for a swim, play a game of tennis, then go out for a nice dinner, even in February. You can't do that in New England in February."

One statistic, certainly uncharacteristic for the typical "Sin City" image, reveals a facet of Las Vegas well-known to resident families: With nearly 500 churches, Las Vegas has more houses of worship per capita than any other city.

Nevada's recreational and cultural opportunities are only limited by a person's imagination and energy level. Outdoor activities include: camping, hiking, hunting, fishing, sailing, skiing, snowmo-

biling, and a variety of parks and recreation programs in scenic locations such as Lake Mead, the Ruby Mountains, the Great Basin National Park, Lake Tahoe, the Toiyabe National Forest to mention a few. Cultural activities include, ballet, opera, symphonies, chamber orchestras, art galleries, museums, local theater companies, jazz festivals, bluegrass festivals, town festivals, concerts in the park and a variety of special events.

Quality of life means different things to different people. For some, it's the excitement of being a part of the fastest growing state in the country. For others, it's taking the afternoon off after a particularly good snow storm to make fresh tracks on a nearby ski slope. For yet others, it may just be the ease of a 10-minute commute. In total area, Nevada is the seventh largest state in the nation, but with a population less than that of Sacramento. There is room to grow. With the tremendous growth rates, however, it is vital the state work together with residents to harness and manage that growth.



Water

One issue about which all Nevadans must remain conscious is water. Several consecutive years of drought have raised the awareness of both citizens and policy

makers as to the true value of this resource. Water conservation as well as new source discovery have been a priority in both the north and south.

"We recognize the problem and are very optimistic with the direction of our efforts," said Janet Rogers of the Colorado River Commission. "We were allotted 300,000 acre feet of the Colorado River in 1928 when the population of Las Vegas was only 90,000. Now that we're pushing a million, we are diligently searching for new sources."

One option was recently introduced by Governor Bob Miller. His plan proposed Nevada, and neighboring states, create a "water bank" to save and store unused Colorado River allocations for times of emergency. The water could then be purchased from the "bank" as needed by participating states.

"In Las Vegas, we are taking a two-pronged approach," said Pat Mulroy, general manager of the Las Vegas Valley Water District. "All new residences and businesses, for example, are required to utilize desert landscaping and water conservation techniques, and we are very aggressively pursuing the purchase of more water from the Colorado River.

"We have to learn to look at water like we look at our money," she emphasized. "It is a very valuable resource."

Concerted water conservation efforts are also being put in practice in the northern part of the state, as well.



In the months to come, Nevada's development authorities must also focus efforts on a number of other important factors which contribute to the mix: education, economic incentives, financing and international trade.

Education – A diverse economy requires an educated work force. "Voters never fail to pass a school bond issue,"

said Mary Nebgen, Washoe County school superintendent, "which says a lot about the community's commitment to its school systems.

Economic Incentives – Though Nevada's economic indicators are pointing in the right direction, competition for clean high-tech companies is fierce. Economic incentives not only serve as important bargaining chips, they contribute to the over-all health of the community.

Financing – Good sources of financing are essential for the full range of corporate borrowers from large relocating businesses to small operations seeking to expand.

International Trade – Representing vast untapped potential, particularly with the recent passage of NAFTA, the expansion of international trade within Nevada's borders has been swift.



Education

Nevada's university system is comprised of two main campuses – at Reno and Las Vegas – five community colleges and the Desert Research Institute.

The University of Nevada, Las Vegas is rapidly becoming one of the nation's leading urban universities. In fact, in re-



The Clarkson Company, manufacturer of valves used in the mining industry, teamed with UNR to develop a new valve system.

cent years it has consistently ranked among "up-and-coming" colleges and universities nationwide by *U.S. News and World Report* in its "America's Best Colleges" guide. The guide recognized UNLV as "a rising star of American higher education" and placed it in the top third of regional universities in the West. It was also recognized this year by the book *101 of the Best Values in America's Colleges and Universities* as a "National Flagship University".

In 1990, UNLV became home to the \$10 million National Supercomputing Center for Energy and the Environment when a Cray Y-MP supercomputer was installed in the engineering complex.

The university has strong programs and funded research in the areas of laser physics, engineering, computer science, environmental studies and desert biology. Significant environmental research is underway in the Center for Environmental Studies. UNLV's renowned College of Hotel Administration is among the best in the world - considered second only to Cornell University.

The University of Nevada, Reno was ranked "Class 1" by the American Association of University Professors as a highly regarded research institution alongside universities such as Harvard, Yale, Stanford and Berkeley.

Nevada has strongly focused on creating an atmosphere of cooperation and innovation between its educational system and its businesses.

"There wouldn't be a Silicon Valley without a Stanford or San Jose State. Nor would there be a Route 128 area without an MIT or Harvard," said Ken Hunter, vice president of research and dean of graduate studies at UNR. "In order to build a base of advanced technology and bio-technology companies here in Nevada, a legitimate partnership with a university is essential," he notes.

In a recent example of local business teaming with the university, the Clarkson Company, manufacturer of a special slurry valve for the mining industry, sought assistance from UNR to help advance their technology. As a result, a successful, and innovative, new valve system was developed.

UNR has also been working with Securitron Magnalock Corporation, manufacturers of magnetic locks and electronic security systems, on the production and distribution of a new product. A UNR doctoral candidate in conjunction with the university devised a locking system to which Securitron was able to purchase the rights.

The university has an established technology transfer program whereby royal-

ties from the sale of a product are shared between the university and the inventor.

"It is a rather liberal and unusual policy that not many universities have," said Bob Cooke, owner and president of Securitron, "and it has created a classic win-win-win situation."

Securitron and UNR recently consummated an agreement and are in the process of filing the patent and building the new product. By utilizing Securitron's sales force, all parties expect to profit.

"We knew relocating our business to Nevada would save us money in taxes and all of my employees in Los Angeles wanted to move to Reno," said Cooke "but our relationship with UNR was pleasantly unexpected."

Training

A recent report from the Nevada 2000 project, a national education project initiated by President Bush and each state governor, suggests by the year 2000, 80 percent of the work force will need post-secondary technical training compared with approximately 20 percent today.

It has become necessary for Nevada universities, and in particular its community colleges, to increase efforts not only in traditional occupation programs but in offering tailor-made courses at the work site to meet the high priority training needs of businesses.

The information age is changing technology in the workplace so rapidly, it is extremely difficult for owners to keep employees skilled with state-of-the-art knowledge. Community colleges are singularly equipped to provide skills training in technologies which may not have existed five years ago.

According to John Gwaltney, president of Truckee Meadows Community College (TMCC), to remain competitive Nevadans must be willing to invest in new laboratories, equipment and staff for the proper education of its work force.

"Salt Lake is the most successful city in the U.S. at getting California's businesses because they are focusing heavily on pre-training their population for businesses they want to attract," said Gwaltney. "A highly skilled work force is essential to our continued success."

"TMCC's Business & Industry Institute helps to meet this need in the Truckee Meadows. We offer customized job skills training with informal to formal needs assessment for internal training programs," said Mike Rainey, executive director of the institute. "We become either an adjunct to a company's current training department, or for some companies, we actually become their training department. And we are not limited to local resources alone."

Incentives

Incentive programs do assist in attracting businesses into a state. Nevada, however has not played the incentive game as heavily as other states. Instead, the focus is on attracting high-quality businesses that will contribute to the community for years to come, not just those looking for a good up-front deal.

Some incentive programs offered by Nevada include:

Sales and Use Tax Deferral – Nevada allows for deferred payment of sales or use tax in the purchase of capital goods if the purchase is for equipment that will help to create new jobs or prevent the loss of existing jobs. Purchases must total at least \$100,000 in a one-year period with the interest-free payment schedule for the sales tax ranging from 12 months for a \$100,000 purchase to five years for purchases totalling \$1 million.

Business Tax Abatement – A business may apply for an abatement of a portion of their business tax of \$100 per employee over a four-year period.

Property Tax Abatement – There is a new program for property tax abatement

which was recently passed by the Nevada Legislature. It specifically offers companies that practice recycling an exemption from 75 percent of personal property tax for five years. The company must be engaged in manufacturing through a process in which 50 percent of the product is recycled. The manufacturer must make a capital investment of at least \$15 million and agree to operate in Nevada for 30 years to be eligible for the property tax incentive.

The Nevada Quick Start Job Training Program – A company may require job training to teach new skills to employees. Training funds may be used for instructional personnel, materials and on-the-job training. The state pays up to 75 percent of the total training costs to fill such positions. The program is available to companies whose entry level wages exceed \$8.07 per hour. Pre-employment classroom training is limited to 30 working days and completed within a 90-day period. The ceiling expenditure per trainee is \$1,000, not including on-the-job training wage subsidies.

Financing

Some financing programs offered by the state include:

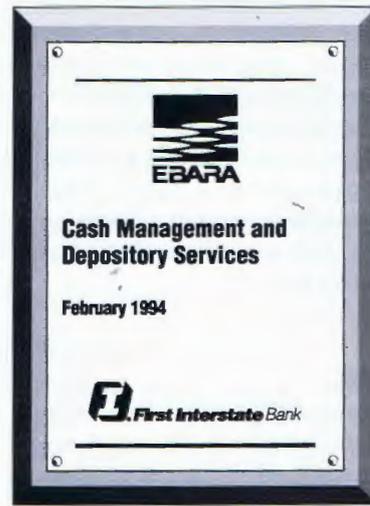
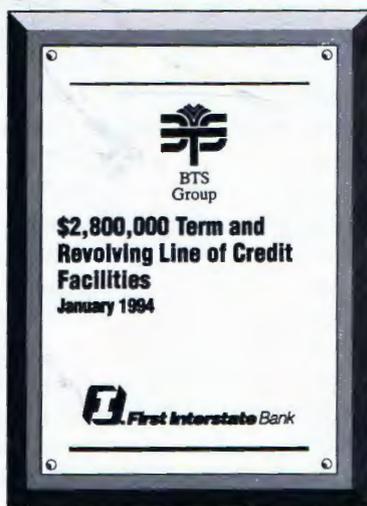
Nevada's Industrial Development Revenue Bond Program – Under state and federal laws, the state of Nevada may issue tax-exempt bonds which manufacturing companies can use to make expenditures for land, buildings and equipment. This financing vehicle can provide investment capital at interest rates substantially below conventional levels since the bond buyers pay no federal income tax on the interest. Based on national sources, Nevada is the first state to take advantage of the program, which was revitalized by President Clinton's 1993 tax package. To qualify, a firm must have a five-year work record and must supply a letter of credit from a lending institution to guarantee repayment.

Nevada State Development Corporation (NSCD) – with offices in Reno and Las Vegas, NSCD is a statewide certified development company chartered by the Small Business Administration (SBA). NSCD's primary function is to assist new and expanding businesses obtain debt financing using SBA federal programs to stimulate private lenders to finance their projects. Since its founding in 1981, NSDC has assisted a wide variety of businesses throughout Nevada in both rural communities and the metropolitan centers. The three most signifi-



The state of Nevada offers a variety of incentives and financing options to businesses for start-up, relocation and/or expansion projects.

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cant programs supported by NSDC are:

- **SBA 504 Fixed Asset and Real Estate Loans:** Because of its wide applicability and many benefits, the primary financing tool used by NSDC is the SBA 504 loan program. These loans provide a government-supported second mortgage for up to 40 percent of real estate and fixed asset expansion projects for owner-operated businesses. The program is liberal with regard to businesses it will assist, and size standards are not restrictive – net worth under \$6 million and after-tax earnings of less than \$2 million.

- **Farmers Home Administration – Business and Industry Loan Guarantees:** The purpose of the Farmer Home Administration program is to create and retain jobs in rural communities.

- **U.S. Export-Import Bank Loans:** NSDC is the Nevada representative of the U.S. Export-Import Bank which provides export financing for American firms. During the last few years Congress has directed the bank to increase assistance to small companies.

The Rural Nevada Development Corporation – A non-profit organization formed in January of 1992 as an intermediary relending program for communities with populations under 25,000.

“We borrow money from Farmers Home Administration at low interest rates then relend it to rural businesses in need,” said Charlene Wood, executive director of the Rural Nevada Development Corporation. “We provide technical assistance as well. This year to date, we have loaned or committed \$700,000 to many of our rural communities including Fallon, Hawthorne, Ely, Tonopah, Winnemucca and Wendover.

“This program has helped to retain, as well as create more jobs,” said Wood.

Nevada Development Capital Corporation – In 1991, Assemblywoman Jan Evans introduced a bill asking the state to advance \$50,000, to be matched by private industry, for a study on the feasibility of a capital development fund.

“It began for me about four years ago,” said Evans, “I kept hearing that small businesses were having a hard time getting expansion financing.”

Since small businesses represent virtually all of private enterprise in the state of Nevada, Evans’ concern pointed to a problem of far-reaching significance.

Fully 96 percent of businesses in Nevada have fewer than 500 employees – the standard definition of a small business. In fact, 75 percent of all businesses in Nevada have fewer than 20 employees. Forty-eight percent of all private non-farm workers are employed by small businesses in Nevada. In 1990, small businesses paid \$5.3 billion in payroll – a 26 percent increase over 1989.

Boston-based Beldon Daniels was hired to conduct the research. In phase I, the market study revealed, as was expected, a definitive need for the Nevada Development Capital Corporation. In phase II, a business plan was created. Currently in progress, phase three includes obtaining capitalization for the project: fifty percent of the capital will be provided by banks, 25 percent by utilities and the remaining 25 percent by other business and industry.

The corporation began as a public/private partnership, but was always intended to be privately managed and funded.

“I believe the newly formed Nevada Development Capital Corporation is a glowing example of the public and private sector working together for the common good of the state,” said Evans.

The corporation was officially formed in October of 1993 with a board of directors from across the state. Its executives hope to have the effort off the ground by the end of 1994.

“There is a definite need for ‘gap’ financing for the growth, expansion and initiation of small businesses here in the state,” said Larry Struve, chief of industrial development and planning with the

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Nevada Department of Business and Industry. "This effort is entirely dependent on the support of private sector money. It is up to the private sector to invest in the future of small businesses in our state. Success will depend on their support."

Communication

Nevada offers some of the most technologically advanced communications capabilities in North America. Fiber optics improve video and audio communications, especially for high-speed data transfers and high-quality video displays. The technology, which uses light transmitted through optic fibers, is considerably faster and handles hundreds of times more data than systems based on copper wire.

Fiber optics have spurred the breakthrough of the Integrated Services Digital Network. This service integrates voice and data over the same telephone line. Voice, video, fax messages and computer data can be transmitted simultaneously. This advanced telecommunications infrastructure is already in place in virtually all of Nevada.

International Trade

The goal of Nevada's International Trade Program is to assist Nevada businesses to initiate, or expand, export service to international markets. Sales of Nevada exports are on an accelerated incline, with growth approaching 15 percent.

Although Nevada ships goods to destinations around the globe, the United States' closest neighbor, Canada, is the largest recipient. In 1993, Nevada's trade to Canada generated \$115 million in export sales. Countries close behind included Switzerland, France, Mexico, Japan and Germany.

Nevada offers two Foreign Trade Zones (FTZ) where goods can arrive from anywhere in the world without formal customs entry, payment of customs du-



Nevada's cutting-edge communication infrastructure offers the high-speed, high capacity advantage of fiber optics.

ties or government excise taxes, or a thorough customs examination. Merchandise entering the FTZs may be stored, displayed, assembled, manufactured, repaired, tested, sampled, repackaged and reexported. If the final product is exported from the United States, no U.S. customs duty or excise tax is levied. If the final product is imported into the U.S., customs duty and excise taxes are levied only at the time of transfer on the product itself or its imported parts, whichever is lower.

The creation in 1986 of Foreign Trade Zones 89 in Las Vegas and 126 in Reno by the U.S. Secretary of Commerce shaped the two cities into international business destinations.

Las Vegas is already one of the largest centers for trade conventions and exhibitions. With the benefits offered by the FTZ, this sector's growth continues to expand rapidly. "We are aggressively working to improve, enhance and develop new air service to Las Vegas," said Charles O'Brien, executive director of McCarran International Airport in Las Vegas.

Another one of McCarran's goals is to become a major global cargo hub. T

Heart to Heart

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Economic Development

new Las Vegas International Air Cargo Center, which opened last year, is completely occupied. Planning for phase two of the development is already underway.

Nevada also conducts several foreign trade missions each year, making appointments with pre-qualified representatives, buyers or joint venture partners. The North American Free Trade Agreement (NAFTA), in breaking down tariff barriers, has greatly facilitated increased success in Nevada's trade with Mexico.

In the first two months after the passage of NAFTA, U.S. trade especially, with Mexico, has increased by 21 percent. In 1993, the Commission on Economic Development assisted 21 Nevada companies in three separate trade missions to Mexico. As a direct result of those missions, \$11 million in export sales has been projected.

"The significance of the trade agreement and our aggressive efforts toward increasing international trade is evident in the statistics," said Peter Cunningham, director of international trade for the NCED. "In 1987, Nevada's total exports were worth nearly \$2 million. In 1993, export receipts totaled \$24.6 million."

Lt. Governor Sue Wagner, after recently returning in April from her first trade mission to Mexico, said, "The international trade efforts made by the state are one of the bright spots in our economic development efforts."

This year's first joint trade and tourism mission included representatives from seven Nevada companies, the Las Vegas Convention and Visitors Authority, the Nevada Commission on Tourism, the Reno/Sparks Convention and Visitors Authority, the Commission on Economic Development and Lt. Governor Wagner. "The Mexican people were very accommodating," said Wagner. "We had the only delegation led by an elected official. They really seemed to like that."

At the end of the trade mission, exit interviews conducted with the seven com-



Lieutenant Governor Sue Wagner

panies produced one-year projected sales figures of \$4.6 million from this trade mission alone. In addition, over 207 sales leads were generated and 67 representative contracts are under negotiation.

There are two more trade missions planned to Mexico for this year. The next one will take place in Guadalajara in September and the last in Mexico City in December. Any company wishing to participate in these missions should contact Peter Cunningham at the Nevada Commission on Economic Development immediately. There are prequalification requirements that must be met in order to participate.



From the pioneer days to the present, the decisions made by Nevada's citizens have shaped her future. Now that her best kept secret has been revealed, Nevada's quality of life has become a catalyst for growth. The protection of this asset is in the hands of those who enjoy it, and must proceed with forethought and care. The future of Nevada depends on the planned efforts of today.



NORTH LAS VEGAS

Reaping the Rewards of Long-Term Industrial Planning

"Industry Loves to Locate in North Las Vegas" is more than a slogan for the city's new recruitment brochure. In the last five years, North Las Vegas has seen the construction of more than 3.5 million square feet of new industrial space.

"A lot of the credit for attracting new companies goes to the Nevada Development Authority," says Councilman Mary Kincaid, Chair of the Interagency Coordinating Committee (ICC) for Economic Development and member of the executive board of the Nevada Development Authority. The ICC, which meets each month to share information about development, is composed of economic development professionals and elected officials from southern Nevada.

"The companies that have located in North Las Vegas, such as Lechters, Potlatch and TJ Maxx, have been extremely pleased with the assistance they have

received from the North Las Vegas community – both the public and private sector," says NDA president and CEO Dennis Stein. "They've also been pleased with the quality of the labor force they've been able to attract."

Lechters – a New Jersey-based retailer of kitchenware products – completed their 160,000 square-foot Western distribution facility at the Hughes Cheyenne Center early in 1993.

Potlatch built a \$25 million, 250,000 square-foot distribution center in 1993, and began another 150,000 square-foot expansion in 1994. The Fortune 500 company's tissue converting facility was located in North Las Vegas because it is close to Potlatch's largest markets in Southern California and the Southwest, and because business costs are predicted to be lower than alternate sites.

TJ Maxx – one of the nation's leading

off-price retailers – located their 400,000 square-foot distribution center at the north side of Nellis Industrial Park.

"We're continuing to attract a lot of great new companies," says Kincaid. "I know they're pleased about reasonable land costs, and they certainly sing the praises of our land development task force." The task force meets on request with developers and contractors to review preliminary plans. "You get everyone in one room all at once," explains Kincaid, "and this eliminates having to go from department to department to find out what you need to know."

The task force includes senior staff from community planning and development, engineering, building, utilities, traffic, economic development and the fire department. Task force members are able to identify any problem areas and potential resolutions early in the development, so that costly changes can be avoided and processing time for permits can be facilitated. North Las Vegas also makes copies available of their zoning map and Master Plan map, as well as a Development Handbook.

ARC, International, a company that repairs and retrofits analog rollers for color printing, recently located in a 20,000 square-foot facility at Nellis Industrial Park, not far from one of their major customers – Sweetheart Cups. Relocating from Ontario, California, the company's North American headquarters is in South Carolina, with international headquarters in London, England. Working on new patents for their laser process, this niche company expects great new markets to open up for them.

Allegius, Inc., a plastic extrusion com-



Dermody Properties' new 60,000 square-foot facility features industrial space for lease. Located on Craig Road, the building is scheduled for completion by August.

pany specializing in plastic pipe production, is building a new 22,000 square-foot facility on 2.6 acres in the Kiel Ranch Business Center. Another relocation from California, the company hopes to be up and running within six months.

JCM North American Bill Acceptor Division, headquartered in Norristown, Pa., recently announced they will be locating in 16,000 square feet of the newest 60,000 square-foot Dermody Properties building on Craig Road in Nellis Industrial Park. The facility is expected to be completed by August. JCM manufactures bill validators for slot machines that allow the machines to accept both bills and bar coded coupons.

PACCAR, Inc. is building a 127,000 square-foot Southwestern distribution center on 12.5 acres in the Southern Nevada Industrial Center near Aerojet Way. PACCAR Parts Division distributes heavy- and medium-duty truck parts to Kenworth and Peterbilt dealers in the United States and Canada. The North Las Vegas facility will be their eighth distribution center.

Councilman Kincaid recalls the hard-fought battles of industrial supporters for Losee Road funding in the late '70s and early '80s. "We had many strong supporters who worked hard to get the infrastructure we needed for North Las Vegas to take part in the economic diversification efforts of Nevada. The widening and paving of the Losee Road industrial corridor, along with utility improvements, was one of our first big successes."

Companies attracted to this industrial corridor include EG&G Energy Measurements, one of the city's largest employers, American Fence Company of Nevada, AZTEC Plumbing Corporation, Cummins Intermountain, Vega Enterprises and Sigma Games, Inc.

"Over the last several years, the city has been successful in identifying and securing funds for public works construction projects," says Kincaid. In addition



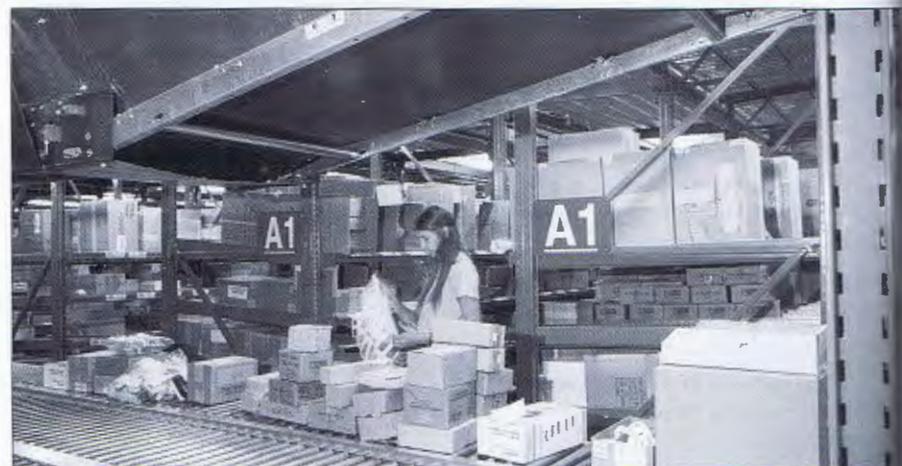
During the busiest seasons, the TJ Maxx distribution center in North Las Vegas ships more than a million units per week to 75 stores throughout the Southwest.

to development of water and sewer utilities and significant flood control structures, the city has completed major street projects on Craig Road, Pecos Road, Decatur Boulevard, Martin Luther King Boulevard and Cheyenne Avenue. Over a 13-year-period, \$100 million in new public works projects has been built throughout the city.

Councilman Kincaid points to the city's success, "North Las Vegas is setting new records every day, not just with industrial development, but with significant improvements in quality of life for residents." North Las Vegas has seen nearly 7,000 new homes built over the last five years, and over \$800 million in permit activity. "We're now one of the fastest-growing cities in the fastest-growing state in the nation," says Kincaid. ■



Employees at Potlatch Production prepare to ship tissue products to customers in Southern California.



An associate at Lechters' labels a break-case item for repack. The New Jersey-based kitchenware retailer uses state-of-the-art bar code and radio frequency technology to maximize distribution operations.

Performance

Quality

Service



VINTAGE, INC.
GENERAL CONTRACTORS

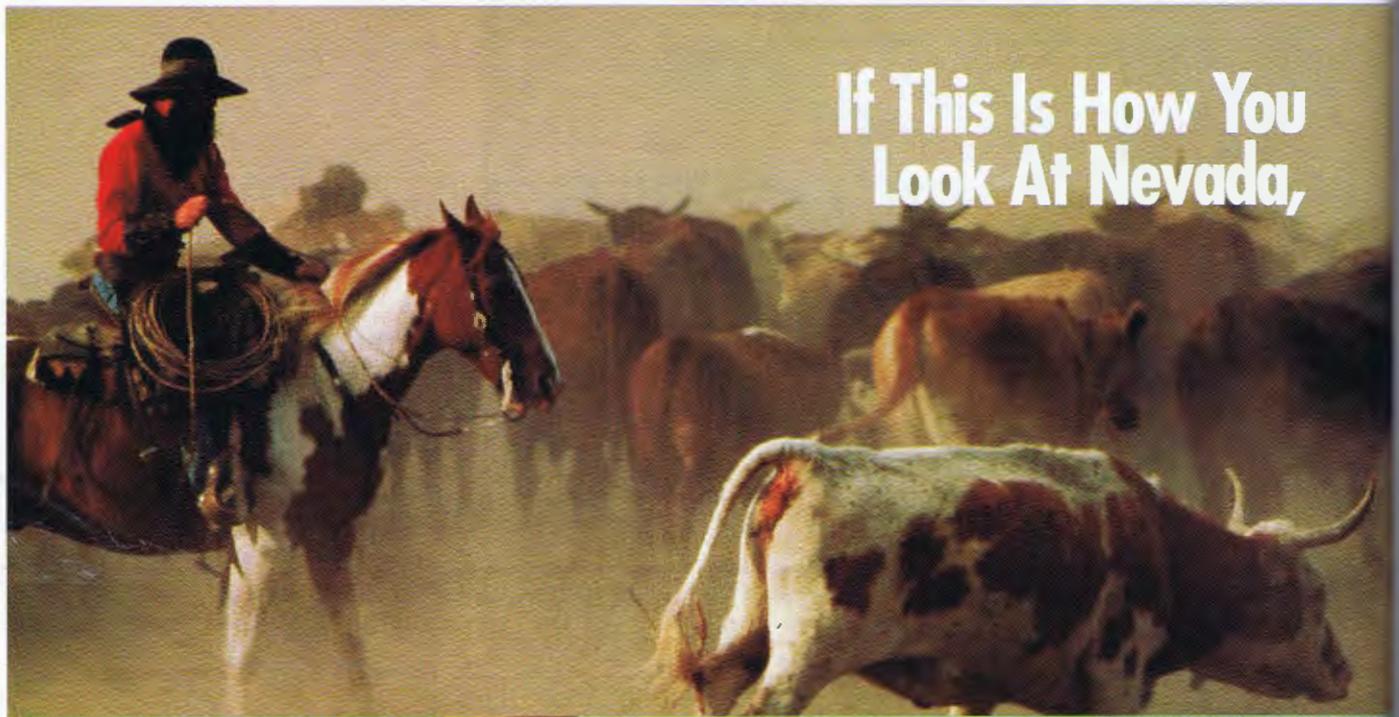
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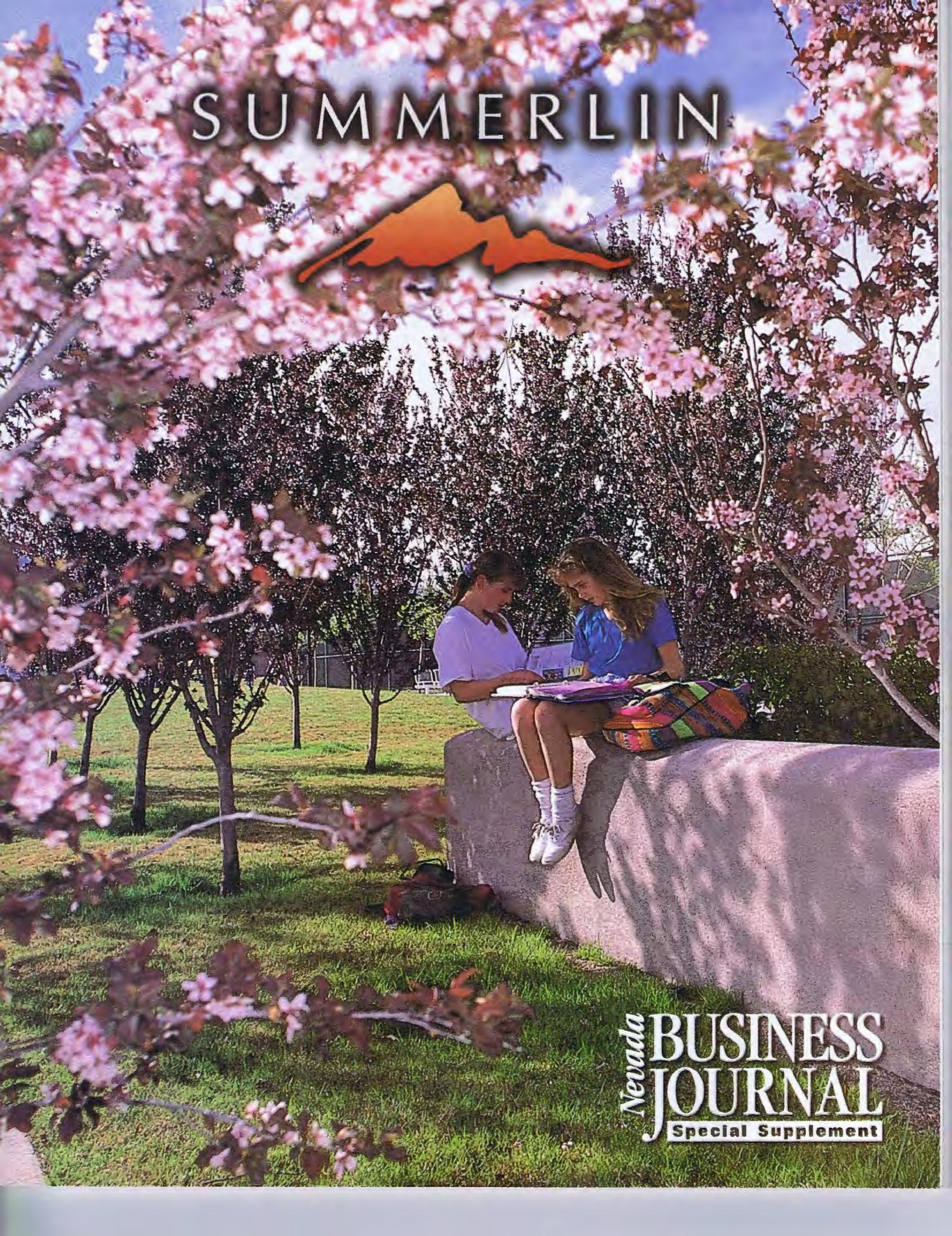
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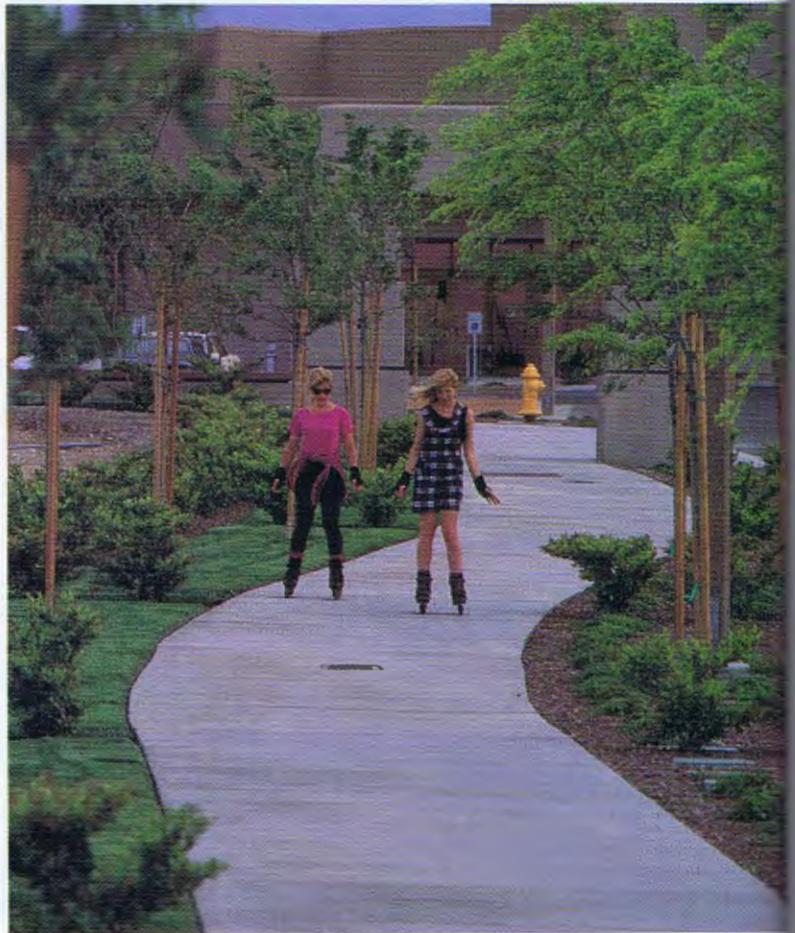


SUMMERLIN

SUMMERLIN

LEADING LOCAL
GROWTH AS THE
NATION'S
BEST-SELLING
MASTER-PLANNED
COMMUNITY

Following national television coverage of the Las Vegas Senior Classic at the Tournament Players Club at Summerlin, the telephone lines were jammed at the Summerlin Information Center as the staff handled more than 1,000 inquiries about the new community taking shape on the western rim of the Las Vegas Valley.



Ranked for the second year in a row as the nation's best-selling master-planned community, Summerlin continues to draw rave reviews from the home-buying public as well as from professional planners.

In addition to local and national acclaim, which included a feature in *The New York Times*, Summerlin attracted the attention of Russian and Swiss-Italian television crews which documented the rapidly growing development in late May.

More than 40 years ago, when Howard Hughes acquired a sprawling piece of desert west of Las Vegas, little did he or anyone else realize how great that investment would be. Today, Hughes' company, Summa Corporation, is developing those 22,500 acres as a mixed-use community which was named for his grandmother. With more than 13,000 residents now living in Summerlin, the community will even-

tually be home to approximately 160,000 residents in 30 villages in its 25-year build-out.

Some three years in the making, Summerlin's master plan calls for a community of balanced land use with a significant portion of the land reserved as open space to protect the ecological balance and preserve its rugged beauty and Southwestern character.

Integrating elements essential to a total community, Summerlin includes a diverse range of residential properties, recreational amenities, office parks, major retail centers, cultural and civic centers, and private and public schools — all linked to the community system of parks and trails.

Ranked as the country's best-selling master-planned community and 1993 winner of the coveted Gold Nugget Award from the Pacific Coast Builders Conference, Summerlin

merlin has become the standard by which all other master-planned communities are compared.

"There's no question Summerlin's reputation as one of the finest master-planned communities in the country continues to attract home builders as well as residents," said Summerlin Vice President of Community Development Richard Oglesby. "Nineteen of the West's finest builders are now part of the Summerlin family, offering a broad range of quality homes in all types, styles and price ranges."

And according to Oglesby, the beauty of a master-planned community, is that every homeowner, whether they live in a million-dollar home or a condominium, enjoys the same benefits which master-planned communities offer.

"The detailed planning and careful development within a master-planned community helps protect

a homeowner's investment," said Oglesby. "All residents enjoy access to many of the communities cultural and recreational amenities."

Summerlin residents live in four villages – the three family-oriented villages of The Hills, The Hills South and The Pueblo, and Summerlin's age-restricted village, Del Webb's Sun City Las Vegas.

THE HILLS

Neighborhoods presently offered in The Hills, Summerlin's first village, include Willow Tree by Lewis Homes, Belaire Estates by R/S Development, Cherry Creek by The Schulman Group and Hillpointe by Christopher Homes. Eight neighborhoods at The Hills have already sold out.

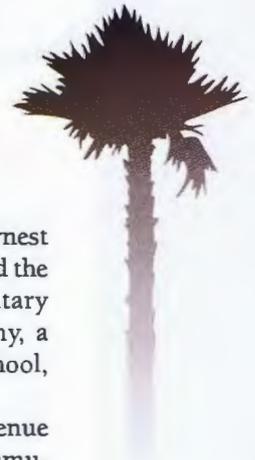
The Hills is also home to The Howard Hughes Educational Park which consists of the shared recreational facilities of The Hills Park

and two public schools, the Ernest A. Becker, Sr. Middle School and the William R. Lummis Elementary School. The Hebrew Academy, a private college preparatory school, is also located in The Hills.

The Hills Park, a popular venue for concerts, festivals and community celebrations, has been named the Best Park in Las Vegas as well as the Best Park for Biking and Jogging in the annual "Best of Las Vegas" supplement to the *Las Vegas Review-Journal*.

THE HILLS SOUTH

In The Hills South, the custom home neighborhoods of Eagle Hills and Tournament Hills are under development around the Tournament Players Club (TPC) at Summerlin, Nevada's only private 18-hole championship stadium golf facility. The TPC is home to the PGA TOUR Las Vegas Invitational,



SUMMERLIN'S FIRST VILLAGE, THE HILLS, IS HOME TO 12 NEIGHBORHOODS AND THE HILLS PARK – A POPULAR SITE FOR CONCERTS AND OTHER COMMUNITY EVENTS.

TOURNAMENT HILLS, LOCATED IN THE SUMMERLIN VILLAGE OF THE HILLS SOUTH, FEATURES EXCLUSIVE CUSTOM HOME SITES ON THE TOURNAMENT PLAYERS CLUB AT SUMMERLIN CHAMPIONSHIP GOLF COURSE.



as well as the Las Vegas Senior Classic. More than 102 holes of golf are within, or adjacent to Summerlin.

Country Club Hills semi-custom homes by Christopher Homes, Montaire patio homes and villas by Taylor Woodrow and Corta Bella by Coleman Homes are also offered, with fairway lots available in all three neighborhoods. And The Terraces townhomes by Christopher Homes will be open soon.

The Hills Village Center is home to the first phase of The Plaza at Summerlin, a 90,000-square-foot office complex, and the Summerlin Library and Performing Arts Center, the site of the Summerlin Celebration of the Arts. Nevada School of the Arts is planning to build a school and office facility within a few years adjacent to the library.

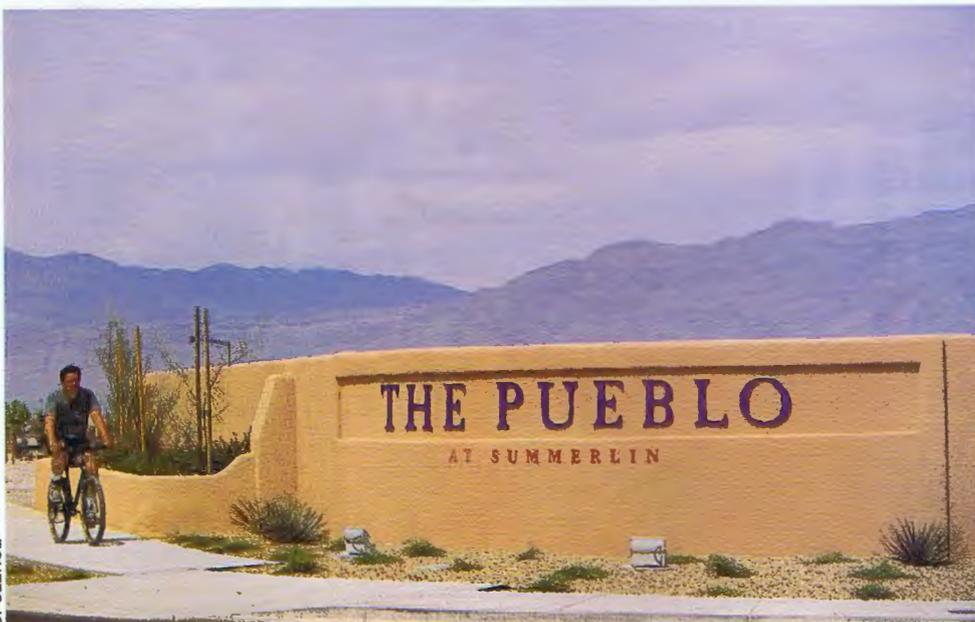
Two worship sites are under construction in The Hills South – Temple Beth Am and an LDS

chapel. Lit'l Scholar preschool and day-care center will open a facility in The Hills South this summer.

THE PUEBLO

Of the 16 planned neighborhoods within The Pueblo, nine are adjacent to The Pueblo Park, a 68-acre linear park which runs the entire length of the village and includes an educational Desert Interpretive Garden.

The Pueblo, Summerlin's newest



OPULENCE

THE PUEBLO, SUMMERLIN'S NEWEST VILLAGE, OFFERS 16 NEIGHBORHOODS, NINE OF WHICH ARE LOCATED ADJACENT TO THE PUEBLO PARK

family-oriented village, is currently home to 13 neighborhoods, which include: Hermosa by Pardee, La Posada by Monogram, Valencia by Woodside Homes, La Mancha Summerlin by Homes by Stanton, Sedona on the Park by Sedona Homes, Sedona II by Richmond-American, The Plateau by Durable Homes, Vista Del Oro by Beazer Homes and Tamarisk by The Schulman Group.

Newly opened Pueblo neighborhoods include Buena Vista by Collins Brothers, Bonita Canyon by Signature Homes, Santa Fe and Sonoma by Coleman Homes. Under development are Taos Estates by J.M. Peters, as well as Pacific Monterrey and Pacific Mirada by Pacific Homes.

The Pueblo is also home of the Pueblo Medical Center and Bank of America's Summerlin office. The Pueblo shopping center, a 34,000-square-foot facility, opened May 1994 and is fully leased.



THREE BASEBALL FIELDS HAVE BEEN DEDICATED AS THE HOME BASE FOR SUMMERLIN'S LITTLE LEAGUE.

Worship sites within The Pueblo include the Summerlin Lutheran Evangelical Church, and St. Elizabeth Ann Seton, currently meeting in a temporary facility on site.

The Meadows School, a private college preparatory school located in The Pueblo, offers grades K-12.

Some 70 model homes, along with the Summerlin Information Center, are open daily from 10 a.m. to 6 p.m. To visit Summerlin, take U.S. 95 west to the Summerlin Parkway and drive to the Information Center. Or phone 791-4500 or 1-800-295-4554.



THE SUMMERLIN LIBRARY AND PERFORMING ARTS CENTER — THE 38,500-SQUARE-FOOT FACILITY IS THE COMMUNITY'S CULTURAL CORNERSTONE

HOMES AT SUMMERLIN

THE HILLS VILLAGE	Price	Square Feet
Cherry Creek by The Schulman Group	224 - 249K	2747 - 3641
Willow Tree by Lewis Homes	142 - 187K	1806 - 2985
Hillpointe by Christopher Homes	200 - 220K	1831 - 3219
Belaire Estates by R/S Development	240 - 282K	2326 - 3011

THE HILLS SOUTH VILLAGE

Montaire Villas by Taylor Woodrow	151 - 170K	1538 - 2219
Montaire Patio Homes by Taylor Wdrw.	176 - 206K	1670 - 2369
Country Club Hills by Christopher Hms.	349 - 455K	3127 - 4596
Corta Bella by Coleman Homes	275 - 335K	2480 - 3850

CUSTOM HOME LOTS

	Price	Acreage
Eagle Hills by Summa Corporation	90 - 209K	1/3 - 1/2
Tournament Hills by Summa Corp.	125 - 475K	1/2 - 1

THE PUEBLO VILLAGE

Single Family

	Price	Square Feet
Sedona by Sedona Homes	151 - 174K	1790 - 2369
Sedona II by Richmond American	177 - 202K	2014 - 3039
Sonoma by Coleman Homes	164 - 204K	1830 - 2760
Vista Del Oro by Beazer Homes	120 - 142K	1544 - 2245
Bonita Canyon by Signature Homes	115 - 145K	1511 - 2300
Tamarisk by The Schulman Group	151 - 172K	1800 - 2400
Santa Fe by Coleman Homes	110 - 133K	1150 - 1680
Valencia by Woodside Homes	119 - 150K	1536 - 1746
The Plateau by Durable Homes	105 - 129K	1149 - 1680
Taos Estates by J. M. Peters	228 - 260K	2850 - 3290
Hermosa by Pardee	106 - 123K	1149 - 1678
Pacific Monterrey by Pacific Homes	117 - 157K	1611 - 2333
Pacific Mirada by Pacific Homes	184 - 230K	2245 - 2954

Attached

La Posada by Monogram Company	56 - 91K	574 - 1250
Buena Vista by Collins Brothers	89 - 98K	1249 - 1518
La Mancha by Homes by Stanton	159 - 187K	1809 - 2513
Arroyo by Helmer Company	85K avg.	853 - 1694

SUMMERLIN EVENTS

July-December, 1994

EVENT	DATE	LOCATION
PICNIC POPS		
Salute to America	Jul. 2	The Hills Park
TWILIGHT PARK CONCERT		
Leo Kottke	Jul. 22	The Hills Park
PICNIC POPS		
Sunset Boulevard	Jul. 23	The Hills Park
MOONLIGHT RAMBLE	Jul. 30	The Hills Park
PICNIC POPS		
The Hills are Alive	Aug. 6	The Hills Park
TWILIGHT PARK CONCERT		
Brave Combo	Aug. 12	The Hills Park
PICNIC POPS		
The Stars Come Out	Aug. 20	The Hills Park
PICNIC POPS		
Sat. Night Movies	Sept. 3	The Hills Park
TWILIGHT PARK CONCERT		
Baukman Eksperyans	Sept. 9	The Hills Park
PICNIC POPS		
Pickin' Pops	Oct. 1	The Hills Park
LAS VEGAS INVITATIONAL		
PGA Tour	Oct. 19-23	TPC



Hughes Center

Las Vegas' business and financial center is the city's finest. Its striking architecture and magnificent landscaping create a corporate environment of unparalleled distinction. Indeed, this centrally located corporate mecca is the address of choice for companies who share our commitment to quality.



Hughes Airport Center

This master-planned mixed-use business and industrial center has been designed for orderly growth within an uncommonly pleasant environment. Home to the U.S. Postal Service Regional Service Hub, Hughes Airport Center offers strategic access to air, rail and interstate highway transportation. It is diversity and accessibility at work.



Tradition, Leadership, Innovation.



Hughes Cheyenne Center

An innovative park in North Las Vegas tailored to meet the unique needs of the industrial user. The center's product mix will offer improved parcels for sale, build-to-suit purchase or lease, and multi-tenant industrial/warehouse buildings with divisible space for lease.



The Crossing Business Center at Summerlin

A premier business community being developed within Summerlin, a 20,000-acre residential and corporate community reflecting the best in urban planning, while maintaining the Southwestern character of the land it graces. Just 12 minutes from downtown Las Vegas, Summerlin is the business environment for companies seeking the ultimate in beauty and convenience.

For many years, Summa Corporation has been at the forefront of business development in Southern Nevada.
And today our innovative vision of excellence remains ahead of its time.



summa

For leasing and sales information on these prestigious developments, contact:
Kirt Klaholz, Vice President, Industrial Marketing (702)791-4440 or Charlie McPhee, Vice President, Commercial Marketing (702)791-4400

RECENTLY-
COMPLETED
PLAZA EAST OF
THE PLAZA AT
SUMMERLIN



SUMMA CORPORATION

BUILDING TO MEET
TENANTS' NEEDS

From the landmark First Interstate Tower in Las Vegas' high-growth corridor to the highly-visible Howard Hughes Center on Los Angeles' West side, Summa Corporation continues to meet its tenants' needs for quality space. From small to large commercial and business, or industrial space users, Summa Corporation's clients represent a wide cross section of successful concerns with operations in the southern regions of Nevada and California.

An illustrious list of tenants such as Lockheed, Bally Manufacturing Corporation, Bank of America, EG&G-Special Projects, Hughes Aircraft Company, First Interstate Bank, Paine Webber, Dean Witter, Smith Barney Shearson, Deloitte & Touche, Prudential Securities, Cellular One and others have found Summa properties designed to meet their corporate and/or industrial facility needs

Formed in 1973 with the renam-

ing of the Howard Hughes empire, Summa Corporation is now involved exclusively in real estate and enjoys its status as one of the most successful regional real estate investment and development companies in America. The company owns approximately 26,000 acres of Howard Hughes' choicest properties inventoried at the time of his death. Each property illustrates the firm's dedication to creating high quality real estate developments. Consistent with a strategy of long-term investment, Summa has the necessary financial strength to achieve its objectives.

Tailored to serve the needs of a diverse range of space users, Summa's commercial and industrial division handles the current development and leasing of over 2.5 million square feet of commercial and industrial space in addition to over 900 acres of developable commercial and industrial land. Many of this division's continued accom-

plishments can be attributed to the efforts of its marketing team, Kirt H. Klaholz, vice president of industrial marketing and Charles McPhee, vice president of commercial marketing. Together they are in charge of direct marketing and sales for the company's Las Vegas and Los Angeles industrial and commercial portfolio, and in addition, provide leadership for project development. Their teamwork has brought deals such as the 120,000-square-foot Household Credit Services build-to-suit project to The Crossing Business Center at Summerlin, and the Lechter's 155,000-square-foot build-to-suit Western United States distribution facility

Hughes Cheyenne Center in North Las Vegas. In fact, last year the team closed more than 65 transactions valued in excess of \$5 million, encompassing over 10,000 square feet of space.

Klaholz has been with the company since 1985, and has been responsible for providing direction in the marketing, leasing and sales efforts of Summa's business/industrial portfolio. This includes the 120-acre Hughes Airport Center, the 209-acre Hughes Cheyenne Center and The Crossing Business Center in Summerlin which encompasses 95 acres. These projects alone account for 1.7 million square feet, totaling more than 100 acres, and are projected to eventually build-out to 9.5 million square feet. Klaholz' responsibilities also include leading the teams currently developing the build-out of these projects.

After joining Summa Corporation, Klaholz was a vice president and general director for eight years in regional development companies where he was involved with general development and construction management of projects

including large residential subdivisions, multi-family dwellings, industrial facilities and low-rise office complexes.

In 1990, Charlie McPhee joined Summa Corporation where he initially concentrated his efforts upon the marketing and leasing of Howard Hughes Center, the 70-acre master-planned, mixed-use business center located on Los Angeles' West Side. He now orchestrates the marketing and leasing program for Summa's commercial portfolio. In addition to Howard Hughes Center in Los Angeles, McPhee handles all marketing and leasing for Las Vegas' Hughes Center, the prestigious 120-acre master-planned, mixed-use business park located near McCarran Inter-

national Airport and the Las Vegas Convention Center, as well as commercial facilities in Summerlin, a 22,500-acre master-planned community in the Las Vegas Valley. He also leads the team responsible for the development this year of a 90,000-square-foot speculative office building in Hughes Center.

Both men are involved in the real estate community through memberships in organizations such as the Society of Industrial and Office Realtors (SIOR), NAIOP, The Association for Commercial Real Estate, the Realtors National Marketing Institute, the Las Vegas Board of Realtors and the Los Angeles Commercial Realty Association.

From low-rise industrial to prestigious Class A office space,



LOCATED IN THE
HUGHES CENTER,
THE FIB TOWER
HAS BECOME AN
ICON OF QUALITY
HIGHRISE OFFICE
SPACE IN LAS VEGAS

Summa Corporation's portfolio of properties includes:

Summerlin

A master-planned community in the Las Vegas Valley.

Named after Hughes' grandmother, the 22,500-acre community stretches northwest from Las Vegas to the foot of the Red Rock Canyon area. Summerlin is being developed in phases over a 25- to 30-year period, providing office parks, retail centers, schools, parks, worship sites and golf courses, in addition to 80,000 single and multi-family homes housing a permanent population in excess of 160,000.

The Crossing Business Center at Summerlin

Located within the Summerlin residential and corporate community.

The Crossing Business Center, encompassing 95 acres, will accommodate approximately 1.2 million square feet of business facilities, and is expected to achieve build-out by 1999. The first buildings include: a 120,000-square-foot build-to-suit facility on 15 acres for Household Credit Services, slated for completion in November 1994; a 44,000-square-foot multi-tenant speculative building scheduled for completion in early summer 1994; and the Kloehn Co., Inc.'s first phase facility of 50,000 square feet which is slated for completion in September 1994. The Crossing Business Center is Summerlin's first major business employment center and is located close to homes, parks and other amenities offered at Summerlin.

The Hills South Business Center

Located within the Summerlin residential and corporate community.

Encompassing 7.57 acres, The



JOHN GOOLSBY (LEFT), PRESIDENT AND CEO OF SUMMA CORPORATION AND JOE SAUNDERS, PRESIDENT AND CEO OF HOUSEHOLD CREDIT SERVICES, INC. STAND IN FRONT OF AN ARCHITECTURAL RENDERING OF THE 120,000-SQUARE-FOOT HOUSEHOLD CREDIT SERVICES BUILD-TO-SUIT FACILITY WHICH BROKE GROUND AT THE CROSSING BUSINESS CENTER AT SUMMERLIN EARLIER THIS YEAR.



THE NORTHPOINT BUILDING AT THE HOWARD HUGHES CENTER IN LOS ANGELES, CALIF.

Hills South Business Center will accommodate up to 125,000 square feet of commercial space which is expected to be completed by the end of 1995. With infrastructure in place as of April 1994, commercial users can purchase one-half to two-acre parcels on which to construct their own facilities. One of Summerlin's first

commercial centers, The Hills South Business Center is located close to homes, parks and other amenities offered at Summerlin. In addition, the project is located immediately adjacent to the prestigious Tournament Players Club at Summerlin golf course and the Summerlin Library and Performing Arts Center.

Hughes Center

A 120-acre master-planned, mixed-use business center in the high-growth corridor of central Las Vegas.

When complete, this business center will include 1.5 million square feet of prime office space complemented by hotel, restaurants, and residential uses. To date, approximately 500,000 square feet of office space has been built.

Hughes Airport Center

A 390-acre master-planned business and industrial park located immediately south of McCarran International Airport.

The park is being developed for



HUGHES AIRPORT CENTER PROVIDES SPACE FOR RESEARCH AND DEVELOPMENT, LIGHT MANUFACTURING, WAREHOUSE/DISTRIBUTION, LOW-RISE OFFICE AND BUILD-TO-SUIT USERS.



research and development, light manufacturing, warehouse/ distribution, low-rise office and build-to-suit users. Hughes Airport Center, when completed, will be comprised of approximately 4.5 million square feet of buildings with amenities such as immediate access to the McCarran International Airport corridor and Interstate 15, a regional postal facility, underground utilities, and extensive landscaping. The center also has been designated as a Foreign Trade Zone. Completed buildings encompass approximately 1.8 million square feet. In addition, 266 acres are improved with various divisible parcels for build-to-suit facilities or parcel sales.

Hughes Cheyenne Center

A 209-acre master-planned industrial park located in North Las Vegas, a short distance from the North Las Vegas Airport.

With approximately 70 acres in the first phase, Hughes Cheyenne Center will include utilities, street and offsite improvements. The product mix will offer improved parcels for sale, build-to-suit purchase or lease, and multi-tenant buildings with divisible space for lease. A 155,000-square foot build-to-suit distribution facility has recently been completed. Phase I is under development.

The Fashion Show Mall

A 34-acre site at the northwest corner of Spring Mountain Road and Las Vegas Boulevard on the Las Vegas Strip.

Developed in a joint venture with the Hahn Company, this property is one of the most elegant and successful shopping developments in Las Vegas. Anchor tenants include Neiman Marcus and Saks Fifth Avenue.

Howard Hughes Center

A 70-acre institutional quality, master-planned, mixed-use development in the prestigious west Los Angeles marketplace.

Phase I was completed in December 1991; Phase II broke ground in September 1992 with a Sports Connection executive health and athletic facility completed in fall 1993. Planned amenities include restaurants, parks, two hotels, child care facilities and retail services. Located adjacent to the San Diego Freeway, the center has existing southbound freeway ramps. Northbound freeway ramps are under construction, with completion slated for mid-1994. When completed, Howard Hughes Center will include 2.7 million

square feet of flexible, efficient mid- and high-rise office space.

With a diverse portfolio of prime office, business, industrial, retail and residential projects in the southern regions of Nevada and California, Summa Corporation is well positioned to meet the needs of the business community. Each property reflects Summa's commitment to providing a quality product that enhances its tenants' work environments. In addition, Summa's philosophy of viewing real estate as a long-term investment is illustrated in the company's responsive in-house building management and the "partnerships" it forms with its tenants.

G.C. WALLACE, INC.

"RESULTS THROUGH COMMITMENT"

CELEBRATING ITS 25TH ANNIVERSARY, G.C. WALLACE, INC. CONTINUES TO BE RECOGNIZED AS THE PREMIERE ENGINEERING/ARCHITECTURAL FIRM HEADQUARTERED IN NEVADA.

Having grown from a one-person operation in 1969, G.C. Wallace (GCW) now employs a staff in excess of 175 engineers, architects, and support personnel providing highly specialized services in civil engineering for land development. The firm offers engineering specialty disciplines addressing complex designs in water and waste water, hydrology/hydraulics, traffic and transportation, structures, land surveying and construction administration. Additionally, GCW's architectural division has been recognized at the Pacific Coast Builders Conference and the Southern Nevada Home Builders Association Homer Awards ceremony for its unique designs.

GCW's initial involvement in the Summerlin development began a decade ago when Summa Corporation first began the process of transforming the expansive desert on the western edge of Las Vegas

into a vibrant, master-planned community. To facilitate this metamorphosis, Summa recognized the need to properly plan and engineer the infrastructure requisite to serve the more than 22,500 acres within the project. Water, sewer, transportation and flood control facilities were blended into an efficient program of development that minimized the impacts to the Las Vegas environment and accommodated the need to provide maximum recreational, cultural and residential opportunities. GCW was honored to be selected as a member of the Summerlin team and entrusted with the responsibility for engineering designs.

Major water transmission lines, pump stations and reservoirs were designed and constructed to assure that residents and businesses would have adequate water resources. Sewer trunk lines were extended. The Summerlin Parkway interchange, Nevada's first tri-level interchange, and a 3.5-mile section of Summerlin Parkway were designed to provide a non-stop high-speed, multi-lane connection to the remainder of the Las Vegas Valley. Significant storm water runoff was controlled by the engineering of detention basins and flood control facilities within Summerlin. These engineering efforts enabled Summerlin to grow at an unprecedented pace from the late 1980s through today.

GCW's more recent engineering contributions at Summerlin in-

clude the design of the Summerlin Parkway interchange at Rampart Boulevard, the design of infrastructure to serve The Hills, The Hills South and The Pacific Villages, as well as The Crossing Business Park. Furthermore, GCW assisted in the engineering evaluations for these villages and the comprehensive planned community in the western part of Summerlin.

GCW has an established track record of expanding to the complex engineering tasks associated with the development of master-planned communities. Engineering designs have been provided on Pacific Construction Company's Las Vegas Developments such as Spring Valley, Rancho Las Palmas, Westwood Village and Eldorado. Del Webb Communities' Sun City Las Vegas has been a highly successful master-planned community for which GCW has performed engineering design services. GCW was also responsible for the engineering efforts on the infrastructure to serve Painted Desert, Desert Shores, Canyon Gate and Mountain Spa.

McGraw-Hill's publication, *Engineering News-Record*, each year lists the top 500 engineering design consultants in the United States. GCW entered that elite list in 1984 with a ranking of 465. By 1993, GCW had climbed to the 293rd spot and continues on its upward path. The firm attributes its success to its innovative utilization of computer technology, the commit-

ment to computer-aided design and drafting (CADD) and a strong staff of professionals and technicians. With more than 100 computers, as well as state-of-the-art survey equipment, GCW reacts to the most demanding schedules with impressive technological resources

Scott Wallace, the founder of GCW, credits the firm's success to its well-qualified staff. "Our firm is blessed to have such dedicated employees. They demonstrate a sincere concern for the welfare of every client," he said.

Leading the firm is a management team of Scott Wallace; James Duddleston, president; Ron Thomas, senior executive vice president; executive vice presidents Terry Adams and Mike Ross; senior vice presidents Calvin Black, Jack

Mitchell and David Huckle; and Marie Rainwater, treasurer.

GCW embarks on its next 25 years of service to Las Vegas with the same spirit of enthusiasm and devotion it evolved in the first quarter century of service.

James Duddleston summarizes his feelings about G.C. Wallace's future: "Scott Wallace and the company's standards for quality engineering and client service are unsurpassed. These values will never be sacrificed, or compromised. Our company's missions are to continually push for self-improvement, to remain the technological leader in the engineering field, and to provide services ahead of the schedules set by our clients. As we fulfill our missions, we will continue to enjoy success." 

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Summerlin Showcases The 1994 New American Home

Although The 1994 New American Home (TNAH) has completed its run as the showcase custom design of the January home builders' convention, its builder sees far-reaching implications for Las Vegas home buyers. "We accessed the latest advances in design, products and technologies," said Leonard Steinberg, president of Heartland Homes.

The New American Home (TNAH) is a design series sponsored by the National Council of Housing Industry (NCHI), which represents housing product manufacturers and suppliers. NCHI is part of the National Association of Home Builders, which held its 50th annual convention in Las Vegas earlier this year. The 11th in its series, TNAH was co-sponsored by consumer and trade publications that include *Ladies Home Journal*, *Home Mechanix*, *Popular Science* and *Builder*.

The one-story structure sits atop a half-acre site in Eagle Hills, a Summerlin enclave devoted exclusively to custom estates. With five bedrooms and four and one-half baths, the 5,191-square-foot home responds to important life-



ABOVE: THE NEW AMERICAN HOME, FRONT ELEVATION



LEFT: CENTRAL COURTYARD

style trends currently emerging in American families.

"This design is targeted to an affluent executive couple with two children living at home. The home also accommodates the adjustments families make over time," said Steinberg.

A circular motif supports the flexible planning approach, with individual zones organized around a central courtyard that features a large stone fireplace.

Public spaces are introduced by a dramatic entry rotunda which opens to formal living and dining rooms. The gourmet kitchen is centered between the dining room and the casual wing, which includes a large family room, a theater and two secondary bedrooms.

Designed as a self-contained suite, the larger of these bedrooms provides an attached bath and private entry from either the three-car garage or the interior court.

The second bath on this side of the home is convenient to the large swimming pool.

All zones enjoy access to the courtyard and other exterior features that include pool, barbecue and seating areas. The opulent master suite, which offers more than 1,200 square feet of luxury space, opens to its own private grotto with spa and waterfall.

The focus on entertainment and indoor/outdoor relationships guided much of the design, according to Susan Bradford, senior editor of *Builder*. "The home offers a lot of design drama, with floor-to-ceiling windows that capture views of the mountains, city lights and the private park of Eagle Hills," Bradford said. "But it also provides a very warm, inviting backdrop for all types of family and social gatherings."

Support systems for the home are as sophisticated as the most visible design elements, and include fully automated heating, air-conditioning, security, lighting, audio and video. The home-control network is organized into time-of-day units programmed for 12 diverse lifestyle functions. Ex



amples include: "Good Morning", which raises the heat and starts the coffee; "Romance", which lights fireplaces, dims the lights and plays selected CDs; or "Go to Work", which turns lights off and reduces heating/cooling consumption when the occupants leave.

Integrated controls for security and lighting keep the modes convenient and convincing, according to Steinberg. "If the alarm system is armed, exterior lights will turn on at sunset, while interior spaces will show varied illumination from room to room. People with flexible schedules can activate commands by phone."

All of the technologies reflect the "cocooning" phenomenon identified by various U.S. trend-watchers, and Steinberg sees it as a major influence in residential design. "People are spending more time in their homes, and they want spaces that are comfortable, convenient and personalized," he said.

Key examples include a home theater with surround-sound speakers, overhead projector, automated curtains and luxurious seating. The home's office space is equipped with a hybrid Macintosh TV that can play CD-Rom disks, as well as receive network and cable broadcasts.

These spaces and the home automation system generate important ideas for production home builders, according to Steinberg. "Lifestyle enrichments that have normally been seen only in custom homes are more readily accessible than some realize," he said. "The home automation system, for example, utilizes off-the-shelf technology that requires no special wiring."

Construction systems demonstrate similar industry efforts to

respond to new realities. Steel framing and foam-formed concrete walls are key examples. Economical alternatives to lumber, they are durable and resource conserving. They also permit optimal design flexibility because of their load-bearing capacities and ease of use in the field.

In addition to its construction advantages, the foam-form concrete supplies soundproofing and super insulation, with "R" values that far exceed code requirements. Other energy-saving products and systems include special low-E glass for windows and doors, and programmable heating and cooling.

Several months after the builders' convention, Steinberg is still savoring his experience with The New American Home. "Working so closely with the top professionals in design and construction was exciting; their creativity and expertise were tremendous," he said.

"But the rewards of this project extend beyond its completion and demonstration," he said. "Everything that contributed to this showcase estate also assisted me as a production homebuilder," said Steinberg. "The creative space-planning and advanced technology will help us to offer ongoing improvements."



TOP: GOURMET ISLAND KITCHEN

ABOVE: POOL AND REAR YARD

LEFT: MASTER BATHROOM

PHOTOS: JOHN R. BARE



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"Under the sponsorship of the Adrian Dominican Sisters and in response to the changing needs of the people of Southern Nevada, St. Rose Dominican Hospital offers quality, compassionate health care and promotes wholeness of body, mind and spirit in the Dominican tradition of working together and with others in a shared pursuit for truth and justice and a commitment to those with special needs."

Under the sponsorship of the Adrian Dominican Sisters, St. Rose Dominican Hospital has kept pace with the growing health care needs of the Henderson community for 47 years. Building on a strong tradition of providing quality, compassionate health care, St. Rose Dominican Hospital is positioned at the forefront of medical technology. Our state-of-the-art facility equips physicians with the latest medical and diagnostic resources available.

St. Rose Dominican Hospital's shared vision of growth and prosperity has grown with the city of Henderson. Our commitment to serve the community was once again demonstrated when Henderson's population tripled in less than a decade to a count of 100,000. In turn, St. Rose Dominican's in-patient volume has increased by more than 38 percent over the last three years.

Leaders at St. Rose Dominican Hospital realize that along with growth comes added burden on community resources. In response, the hospital has reinvested more than \$30 million to better serve the needs of the community since 1991.

As Henderson continues to

grow, St. Rose Dominican continues to increase service lines in response to the community's needs. Most recently, a hospital-based home health care service and a mental health unit have been added. In addition, plans are underway for another satellite facility located at the corner of Pecos and Wigwam in Green Valley, a hospital based transitional care unit and an outreach respiratory therapy program.

The future will see St. Rose Dominican Hospital transform from a mere provider of services to the health care resource for our community. From acquisition of the latest in diagnostic technology to a health information and wellness education source, St. Rose Dominican is building an integrated continuum of care and services to not only treat, but improve the health and well-being of those who seek our care and expertise throughout the entire valley.

"We are continuously looking for ways to become more efficient in delivering the highest quality care at the lowest possible cost to the greatest number of people," said Rod A. Davis, President/CEO of St. Rose Dominican Hospital. "I am pleased to report that St. Rose



Dominican is growing more rapidly than any other hospital in the county. Our successes can be greatly attributed to our Board of Directors, which is composed of Adrian Dominican Sisters and community leaders who serve without compensation."

As southern Nevada's only religiously-sponsored, not-for-profit and non-tax supported hospital, St. Rose Dominican Hospital is also served by a competent and caring medical staff who share in our mission of providing quality, compassionate health care.

The continuum of care offered by St. Rose Dominican Hospital is not confined to the boundaries of the campus. The hospital offers a broad spectrum of education and outreach programs. In addition, St. Rose has provided millions of dollars of free or part-pay health care, thus making a unique contribution to the community.

"What sets us apart is the dimension of caring," continued Davis. "St. Rose Dominican Hospital is truly fulfilling the mission set forth by the Adrian Dominican Sisters to deliver 'quality, compassionate health care and promote wholeness of body, mind and spirit' to the people of Southern Nevada."

EG&G ENERGY MEASUREMENTS

Using "Cold War" Technologies to Protect the Environment



Using special tracking equipment, EG&G Energy Measurements' environmental scientists monitor the movements of the endangered desert tortoise at the Nevada Test Site to protect it from human activity.

For more than 40 years, EG&G Energy Measurements has developed specialized technologies to support research at the Nevada Test Site. From radiation detectors to aerial remote sensing, EG&G Energy Measurements has been able to see what nobody else in the world can see.

The end of the "Cold War" and a new vision for the country are giving the company a chance to transfer its closely-guarded expertise to the private sector. EG&G Energy Measurements, an engineering and scientific contractor to the Department of Energy, is now seeking to share its special vision with Nevada businesses through technology collaborations.

Many of the company's technologies have environmental applications or benefits. For example, EG&G has developed a simple device that could prevent illegal dumping in the desert and help small business owners meet federal and state environmental requirements more easily and less expensively.

The aerosol can disposal device empties used aerosol cans of chemicals in just a few seconds.

"It's tough for small business owners to meet the regulations," said Michael O'Brien, inventor of the disposal unit. "This device could keep people from taking dangerous garbage to the desert and just dumping it."

The company is concerned about more than just keeping the Nevada desert clean and safe. EG&G Energy Measurements designed and installed an electronic system that is helping provide some temporary relief to one of the nation's most difficult post-Cold War cleanup problems.

The electronic system controls a mixing pump in a tank at DOE's Hanford nuclear site in Richland, Washington. A heavy, radioactive sludge covers the bottom of the tank, which contains a million gallons of hazardous and nuclear waste. The company is helping researchers from DOE and other companies find a way to keep the hydrogen from possibly exploding. Since the pump and electronic system were installed for testing last year, the tank has not produced any large hydrogen "burps".

Another environmental technology EG&G Energy Measurements' scientists are pursuing is the use of special lasers and cameras to track oil spills at night. When the Exxon Valdez dumped 11 million gallons of oil into Prince William Sound in 1989, cleanup crews could soak up the muddy-colored substance only during daylight hours because current technology requires sunlight to track a spill. The tracking

method being developed by EG&G can be used commercially so members of a cleanup crew can fly over an area day or night to follow the movements of an oil spill.

A little closer to home, EG&G scientists are helping DOE protect the plants and animals at the Nevada Test Site. From tracking the endangered desert tortoise to restoring an area disturbed by an experiment, EG&G Energy Measurements' scientists manage natural resources and assess and monitor the impact of human activities on plant and animal life. Disturbed areas are restored to original condition once activities are finished.

Other environmental research at the Nevada Test Site involves DOE's Liquefied Gaseous Fuels Spill Test Facility, operated by EG&G. A team of expert scientists and technicians study how to contain and clean up hazardous chemical spills. The spill test facility is the only place in the United States where federal agencies and private companies can test the characteristics of hazardous liquids and gases. These materials are released into the environment under carefully controlled conditions to determine patterns of dispersion, to test mitigation techniques and to develop cleanup technology and procedures.

EG&G Energy Measurements is trying to do its part to use its Cold War technology to benefit American industry as well as the environment. Nevada businesses that want more information about possible technology collaborations can contact Bruce Whitcomb, director of the Office of Research and Technology Applications, at 295-3164.



SOUTHWEST GAS: Fueling Nevada's Prosperity

Being a natural gas provider in the fastest-growing state in the nation is no easy task. Nevada, after all, led the nation in rate of population growth from 1980 to 1990 and again in 1993. Economist Knight Kiplinger predicts this trend will continue well into the next century. As for 1994, the University of Nevada-Las Vegas, Center for Business & Economic Research, projects the state's population will increase by 4 percent, employment will increase by 4.4 percent and personal income will rise by 10.4 percent. Relocating businesses look closely at such economic indicators, just as they do the energy providers who will be serving them.

Because natural gas is the preferred heating and processing fuel for new businesses and industries moving into Nevada, demand for the product has been, and will continue to be, high. And Southwest Gas, the state's largest natural gas utility, is accustomed to meeting the heavy demands of growth and is undaunted by the challenges that lie ahead.

"We work closely with new businesses and industries relocating to the state, beginning from the inception of their projects, through engineering and design, then construction, and ultimately to customer service," said Keith Stewart, senior vice president of operations for the utility. "We plan ahead to provide adequate gas supplies at a reasonable price, and we work with the customer to ensure specific needs are met."

Southwest Gas also works closely with state and local economic development agencies, chambers of commerce, and industrial parks to plan "from day one" for the natural gas needs of



Natural Gas is the fuel of choice for U.S. Pollution Control, Inc.'s mobile thermal treatment unit being used to clean the soil at the Las Vegas railroad refueling area. Project Manager Bill Spear, right, discusses operation of the unit with Southwest Gas Senior Account Representative Alan Helms.

prospective businesses and industries.

In southern Nevada, the most famous examples of new economic development are the mega-resorts that have been constructed recently along the Las Vegas Strip. The 3,000-room Treasure Island Hotel/Casino, the 3,000-room Luxor and the 5,000-room MGM Grand Hotel/Casino and Theme Park are all major natural gas users. But the southern Nevada economy is also diversifying, as

evidenced by the emergence of several notable non-gaming businesses and industries. Potlach Corporation, Ocean Spray Cranberries Inc., Big O Tires, Inc., Mast Industries, Kloehn Pharmaceuticals, Ethel M Chocolates, Lockheed Environmental, General Electric and Honeywell are just a few examples of major firms that have chosen to locate their operations in southern Nevada's business/industrial parks. Southwest Gas has installed underground facilities to serve all of the major industrial parks to accommodate any demands a new customer might have.

In northern Nevada, mining continues to be a major economic force. Large gold and silver mines in the northeastern and north central parts of the state rank among Southwest Gas's largest customers. Natural gas is used in the processing and drying of the ore, and for space heating and water heating. But, like southern Nevada, the northern part of the state is diversifying as the area grows. Twenty-five major new commercial/industrial customers set up shop in the gas company's northern Nevada service area in 1993. They produce everything from sailing masts, plastic moldings and calculators, to hose-reeling devices and packaging materials. To accommodate future growth, Southwest Gas is expanding its ability to serve the Carson City, Dayton and Fernley Industrial Parks.

Indeed, it takes a well-managed, proactive, financially-sound company to meet the natural gas demands of the fastest-growing state in the nation. Southwest Gas has been doing the job for nearly 40 years, and will continue to do so for many years to come.



AMERICAN NEVADA CORPORATION

Diversifying Role as Leading Master-Planned Community Developer

American Nevada Corporation has entered an exciting new era as it continues to diversify and expand its role as a leading commercial, residential and master-planned community developer. Well-known for the 8,400-acre Green Valley – a living monument to founder Hank Greenspun's vision of the future – American Nevada is fulfilling that dream today as it sets forth into its second decade of development.

Putting this past year's accomplishments into perspective requires a brief look at American Nevada's recent history. The company's strength in size and multitude of services helped to weather the real estate storm of the '70s and '80s. American Nevada's primary disciplines of residential, commercial, community development and property management complemented each other, enabling a healthy financial performance to be realized during this tumultuous stage of the real estate cycle. Accordingly, American Nevada became one of the top players in the nation's development industry.

Responding to an ever-changing real estate market, American Nevada is currently meeting new challenges by focusing upon development opportunities of grand-scale proportions within Nevada and throughout the Western U.S.

Knowing only those companies with foresight, the will to compete and the



Green Valley Civic Center

flexibility to adjust to constantly changing business conditions would thrive, American Nevada embarked on a careful evaluation of corporate strengths, the opportunities the new environment would bring and the role the company felt it could best play.

A result of this evaluation has created the first major community to be developed along the planned Southern Beltway, the recently-unveiled Green Valley Ranch. Located south of Lake Mead Drive between Pecos Road and Valle Verde, Nevada's newest master-planned community encompasses 1,311

acres and features a 310-acre commercial business park with Class A office, office/showroom, retail, medical and research-and-development functions. The project is currently attracting users of 5,000 to 25,000 square feet from the local market and outside companies requiring 75,000 square feet or more.

The strategic location of this new community has provided a unique "front door" identity ideal for the corporate user, in addition to the home buyer wanting a quality environment in which to live, work and play.

Already earning a national award for its master plan design, Green Valley Ranch also called on American Nevada's expertise in residential and community development for a 775-acre residential community, and more than 190

acres of neighborhood parks, cultural facilities and natural space. The company has committed itself to providing all of the elements of what a good community should be with an impressive list of amenities including a proposed 150,000-square-foot cultural center housing a 10,000-seat outdoor amphitheater, recreational complex with an Olympic-style swimming pool, golf school, indoor performing arts center and senior center.

"Meticulous planning and extensive market research went into the design of Green Valley Ranch, adhering closely to the sensitivity of the surrounding natural

Resort Living at Polo Towers

Located on the busiest and most exciting section of the Las Vegas Strip is one of Las Vegas' best-kept secrets: a haven of quiet elegance known as Polo Towers. The first purpose-built vacation ownership resort in Las Vegas, Polo Towers will ultimately contain 500 condominium units in three high-rise towers. The project also includes Polo Plaza, a retail, office and restaurant complex. Polo Towers and Plaza is being developed by Nevada Resort Properties, Polo Towers Limited Partnership and managed by Sheldon H. Cloobek Enterprises, Inc.

Phase I, a 19-story tower located adjacent to the MGM Grand Hotel and Theme Park, opened in December 1992 and includes 140

completed units, with another 20 units planned. The resort has been designed for family living, with a swimming pool, tennis court, volleyball court and playground.

The first phase has been enormously successful with a 60 percent sellout and 100 percent occupancy projected for the year. Polo Towers executives virtually swept the top awards at the American Resort Development Association convention held recently in Las Vegas, where Sheldon H. Cloobek was named Resort Industry Executive of the Year. In addition to other first-place honors, Polo Towers also garnered eight second-place awards.

Following the phenomenal success of Phase I, work has already



begun on Phase II, a 22-story tower of 152 units. Vacation ownership at Polo Towers conveys a recorded interest in the unit and the underlying real estate, and owners are guaranteed reservations year after year. For more information, call (702) 261-1000.

Polo Towers is a Five-Star member of Interval International, a Vacation Exchange Network.

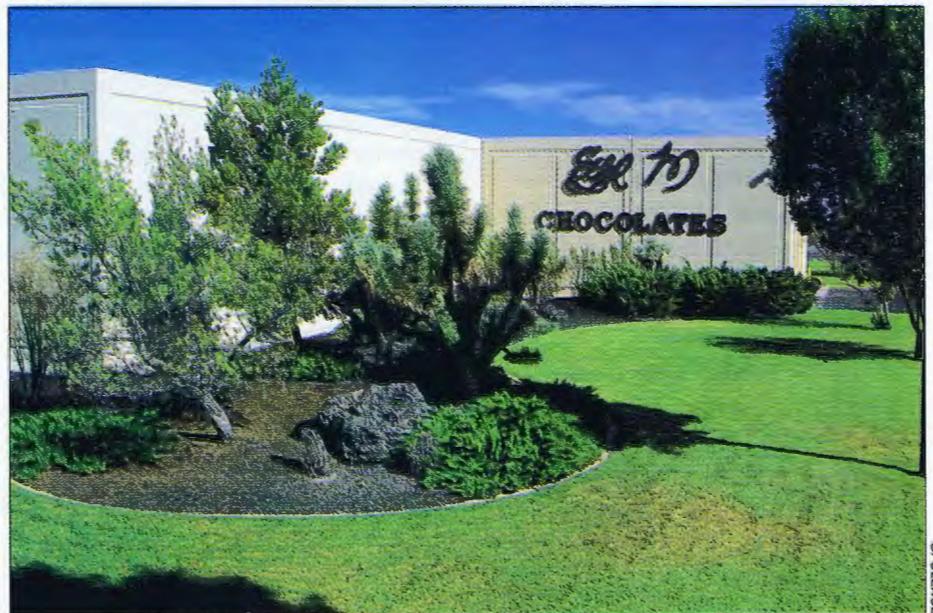
desert mountainside environment, while producing a community responsive to the marketplace," says American Nevada Corporation President Tony Traub.

Major homebuilders such as Kaufman and Broad, US Home and Pulte have already committed to sites available for sale in the first phase of development. A wide range of single-family homes comprises the product mix offering residences for entry-level to custom home buyers.

This has also been a year of tremendous progress for the Green Valley Town Center, American Nevada's new family entertainment development located on a 70-acre property surrounding the Green Valley Athletic Club. To be phased over the next five years, the town center will create an entertainment centerpiece for Green Valley, a high-energy place where everyone in the family can enjoy themed restaurants, a multi-screen cinema complex and a major theme park. Preliminary discussions are also underway with major hospitality companies for a potential destination hotel to be built on site.

Over the past few months, several national entertainment entities have chosen the Green Valley Town Center for new projects to be built, focusing on local

residential business verses the tourist trade. Leaps & Bounds, a wholly-owned subsidiary of McDonald's Corporation, recently opened an indoor recreational



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Green Valley Library & Cultural Center

facility designed for family interaction. The play center features an intriguing maze of brightly-colored tunnels, slides, bridges and ball pools where children and parents can leap and crawl to interact in an imaginative environment.

Mountasia Entertainment International selected the retail site to build its largest complex to date. The 30,000 square-foot Family FunCenter is serving as a prototype for future Mountasia projects nationwide. The Green Valley facility will also house a new attraction – a 13,000 square-foot skating rink created with special lighting effects and a live disc jockey. Other entertainment features include a 36-hole miniature golf course, clubhouse, go-cart raceway, bumper boats and a game room with flight simulators.

The elements and design for the retail center were based on resident surveys conducted by UNLV's Center for Business and Economic Research. Convenient access to recreational opportunities was a top priority for people living in the Green Valley area of Henderson and American Nevada responded promptly.

The Town Center represents just one of the projects underway for the commercial development division.

A large influx of corporations currently relocating from California, and achieving a greater dollar value for land purchases, have realized the investment value in the Green Valley Business Park. Also attracted to Las Vegas for reasons such as no state tax and a robust economy, the park's unique corporate office setting within a family-oriented lifestyle provides users with access to schools, churches, neighborhood parks, entertainment and recreational amenities.

Another commercial component, the Green Valley Civic Center located along Sunset Road, is nearing completion of its expansion of 33,000 square feet spread across two buildings. Sierra Health Services has leased 20,000 square feet for a community health clinic, while preleasing efforts are underway for the remainder of the space.

The roots run deep at American Nevada as the company also derived strength from other members of its parent organization, Greenspun, Inc. Greenspun additionally owns the *Las Vegas Sun*, Prime Cable of Las Vegas and Hospitality Network, the largest in-room video entertainment company serving hotels throughout the U.S.

From the time Hank Greenspun purchased the first parcel of land in the area in 1947, the Greenspun family has been instrumental in the creation of southern Nevada's premier master-planned community, now home to more than 40,000 residents and earning national accolades.

Today, American Nevada is structured advantageously to bring an array of services to the present diverse and complex real estate market. The company prides itself in providing clients with turnkey services to fulfill their real estate requirements for sound investments. Whether the next step is in Nevada or the far corners of the West, American Nevada is actively pursuing new development opportunities and stands ready for progressive new challenges. ■

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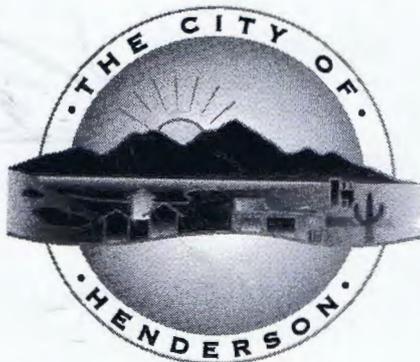
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ONE CITY, ONE TEAM, ONE GOAL



Henderson Mayor Robert Groesbeck, the Economic Development Commission, the Henderson Development Association and First Interstate Bank welcome Ron Lee and his World of Clowns to Henderson.

Recently, City of Henderson officials and city leaders joined together to welcome renown clown artist, Ron Lee, to Henderson. Mr. Lee has been commissioned to recreate classic characters for the Disney and Warner Brothers companies. His sculptures and figurines are sold nation wide and continue to be an independent force in the collectibles industry. His facility will employ about 100 people and feature factory tours to view the process from modeling to final artist detailing of the sculptures.

The City of Henderson is proud to have recruited Ron Lee's World of Clowns to locate in Henderson, but they aren't clowning around when it comes to Economic Development issues.

The City and the Henderson Development Association (HDA) have quietly been working toward sound economic development for many years. In 1993, a decision was made to become more aggressive in seeking quality businesses and industry to the area. In June, 1993, the Henderson City Council approved a resolution establishing a five-member Economic Development Commission. The Commission's bylaws state their purpose is "to foster economic development within the community, to include the attraction of new industrial and commercial business, retention and expansion of businesses, and to review City policies and recommend such changes as necessary to facilitate economic development." To further support this resolution, Mayor Robert Groesbeck, City Council, and staff have adopted a One-City, One-Team, One-Goal philosophy towards Economic Development.

So, if the City means business and wants to encourage high-quality companies to consider Henderson, what are some of the things they can offer the client?

- **A newly-developed industrial park that has a prime location, complete with utilities!**
- **City-owned and-maintained rail lines**
- **A team of public and private professionals to facilitate the goals and objectives of the client**
- **A community commitment to quality economic growth.**

Many government leaders and staff members can attest to the challenges of promoting economic development. Most inquiries must be held in strict confidence and there are many complex issues to be worked out before commitments can be made...on either side. In addition to physical needs such as finances, appropriate sites, utilities, water and transportation; there are equally important issues such as environmental impacts, schools and educational centers, housing, taxes, recreation, culture, climate and the philosophies of the community and client to consider.

Although every City depends on a well diversified economic base for fiscal soundness, many residents feel threatened by the mention of an "industrial site or business park" being located near their neighborhood. One of the biggest challenges is to bring the residents and the business or industry together so they may find some common ground and work jointly to overcome potential problems and concerns.

The City's Economic Development Department is the "ombudsman" who helps bridge the gap between the needs of the city and the client, the client and the neighborhoods, and other important players. This support service is one of the most critical factors in the formula. Their aim is to guide the client through the bureaucratic processes, facilitate communication with others, and generally make the transition as painless as possible for everyone involved.

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Nevadans are a unique breed, as are the companies that choose to conduct business in the state. Those companies have come to realize, and appreciate, the high level of quality and service expected from Nevada consumers.

Born and raised in Nevada, perhaps no company has a better touch on the market pulse than Sierra Health Services (SHS). The largest provider of health care services in the state, SHS, is one of the few Nevada companies that has grown almost as fast as the state.

The tremendous success of the company is evidenced by its new office complex located on 25 acres in west Las Vegas. A 135,000-square-foot, six-story building serves as the home office of Health Plan of Nevada, Inc. and the regional home office of Sierra Health and Life Insurance Company, Inc. Sierra Health Service's corporate headquarters is housed in a 42,000-square-foot building at the new complex.

A publicly-held company since

1985, SHS is among the largest employers in Nevada with a staff of almost 1,500. In addition to providing jobs, the organization has a company-wide commitment to support the communities it serves. Consequently, SHS has firmly established itself as an outstanding corporate citizen.

Top management of the company contributes its success to its dedicated, knowledgeable staff. The staff of the company contributes its success to top management. The truth lies somewhere in between: a combination of staff and management working together toward a common goal.

But everyone seems to agree that the single most powerful driving force behind the company is its founder, Chairman, President and Chief Executive Officer, Anthony Marlon, MD.

A cardiologist by profession, Dr. Marlon planted the seed for SHS when he joined two peers in 1972 to form Southwest Heart Associates. Within a few years, a family practitioner joined the company and Southwest Medical Associates (SMA) was born. Today, SMA, one of eight subsidiaries of SHS, maintains an average of 30,000 patient-visits per month at nine locations.

Incorporated in 1984, SHS is the corporate umbrella for the following companies:

Health Plan of Nevada, Inc. (HPN) – A federally qualified health maintenance organization with over 115,000 Nevada members. Senior Dimensions is a division of HPN which serves Medicare-eligible Nevadans.

Sierra Health and Life Insurance Company, Inc. (SHL) – A life and

health insurance company licensed in 23 states.

Southwest Medical Associates, Inc. (SMA) – A multi-specialty medical group with more than 100 providers.

Family Healthcare Services – A home health care agency licensed in Nevada.

Family Home Hospice, Inc. – A licensed hospice serving southern Nevada.

Sierra Healthcare Options, Inc. – An administrative services company which works with large employer groups.

Behavioral Healthcare Options, Inc. – A company which manages the delivery and financing of mental health and substance abuse services for employer groups.

Southwest Realty, Inc. – A company which has a 55 percent interest in a building partnership.

It's a commonly accepted fact that health care is among the nation's fastest changing industries. And operating in the fastest growing state in the nation, the challenges for those involved in the Nevada health care industry are particularly challenging.

Like Nevada, SHS continues to grow and diversify. Revenue in 1993 increased 10 percent to more than \$258 million and the members served by the company is approximately 200,000. The company continues to invest in Nevada with new construction, new employees and new health care products. From all indications, it appears that Nevada's premier health care organization has embraced Nevada's unique way of doing business.



BankAmerica Foundation Offers Economic Development Grants

Bank of America Nevada announced the BankAmerica Foundation has established a special grant program to benefit nonprofit organizations supporting community economic development and the growth of minority businesses.

Called the BankAmerica Foundation Economic Development Initiative, the program will award up to \$500,000 in cash grants to nonprofit organizations in Alaska, Arizona, Hawaii, Idaho, Nevada, New Mexico, Oregon and Texas. The Community Economic Development Initiative is part of a new focus by the BankAmerica Foundation on economic development and job creation among minority and low-income communities.

"We are looking for organizations that have demonstrated the capacity to identify innovative ways to support economic development and job creation in minority and low-income communities, which we believe is critical for a robust and prosperous economy," said BofA Nevada Chairman and Chief Executive Officer Richard A. Etter. "We believe grass-roots organizations that are extremely knowledgeable about their communities and specific needs hold great potential for



"We are looking for organizations that ... support economic development and job creation in minority and low-income communities."

— Richard A. Etter, Chairman/CEO

rebuilding and revitalizing local economies." Community Economic Development Initiative grants will be made for capital investments in start-up businesses, although a limited amount of funds may be used for administrative costs of the program and for providing technical assistance. Projects must have the potential to be completed by the end of 1995.

Approximately three to five nonprofit organizations will be selected to receive the Community Economic Development Initiative grants. The foundation will announce grant recipients by August 15. BankAmerica Foundation is the philanthropic arm of BankAmerica Corporation. The foundation funds private, nonprofit, tax-exempt organizations engaged in health and human services, community services, education and the arts. In addition to the \$500,000 in grants awarded under the Community Economic Development Initiative, BankAmerica Foundation will continue to make individual grants to nonprofit community-based organizations that support affordable housing and job growth in distressed communities.

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Economic

Development

Reno-Sparks energy costs among lowest in nation

Energy costs in Reno-Sparks are among the lowest 15 percent in the nation, according to the latest Cost of Living Index survey by ACCRA, an independent national research firm which has been conducting the study since 1968. Results are for the fourth quarter of 1993.

Of the 302 cities surveyed, Reno-Sparks household energy costs were ranked the 45th lowest. The Reno-Sparks area receives both electricity and natural gas from Sierra Pacific Power Company.

Survey totals are based on monthly household energy costs, at current rates during the survey period, for average consumption of all types of energy, including electricity, natural gas, propane, wood and heating oil. Energy costs are computed for the previous 12 months for an 1,800 square-foot new house in an urban area with all utilities.

Monthly energy costs in the survey ranged from a low of \$33.55 in Wenatchee, Wash., to a high of \$221.10 in Kodiak, Alaska. Monthly energy costs in Reno-Sparks for the quarter ending December 31, 1993, were \$91.98, down from \$92.59 recorded during the third quarter of 1993. Other Western cities with higher energy costs than Reno-Sparks during the final quarter of 1993 included:

- Cedar City, Utah \$92.89
- Missoula, Mont. \$95.38
- Sacramento \$96.26
- Los Angeles-Long Beach \$106.90

ACCRA is a non-profit professional organization comprised of research staff from chambers of commerce, economic development organizations and related organizations throughout the United States and Canada.



Downtown Reno Spurs Economic Development



For its northern Nevada headquarters, U.S. Bank renovated the former headquarters of Security National Bank in downtown Reno.

Downtown Reno has undergone a metamorphosis over the last 10 years. The Redevelopment Agency of the City of Reno, headed by Director Mary Ann Johnson, has spent the past decade preparing the area for private investment. During that time, the agency implemented the planning process to put numerous infrastructure improvements in place.

With the development and adoption of the "Blueprint", a document built on the consensus of a broad cross-section of public and private representatives, the re-

development agency has identified potential areas for private investment and is in the process of creating design standards to guide downtown development.

The Reno Redevelopment Agency is the major public factor responsible for revitalizing the economy of downtown Reno. To head up the agency's efforts in economic development, Johnson appointed Roben Sellers as deputy director. Sellers came with an impressive list of credentials, and has substantiated his reputation by leading the drive to bring

retail shops to the ground floor of the city's new parking garage. Sellers is also negotiating contracts for a retail area to occupy the river corridor stretching from Sierra Street to Arlington Avenue on the Truckee River. Demolition of the existing structures will take place soon, and construction of a new 140,000 square-foot mall will be completed by 1995.

The section of downtown Reno dedicated to gaming, lodging and entertainment is another area in which Sellers is active. He assists in the exploration and



Aircenter Circle Distribution Center

Dermody Properties is Nevada's largest industrial developer, with a portfolio of over 11 million square feet spanning Nevada, California, Oregon and Georgia. The firm is headquartered in Reno, where it developed its first facility for a Fortune 500 company, Bigelow Sanford, in 1960. Recent projects have ranged from a 36,000 square foot teleservice center for Spiegel to an 807,000 square foot distribution facility for Michelin Tire Company.

Michael Dermody, President and CEO, credits the company's success to the implementation and growth of the "team" concept, combined with the company's trademark, customer service. "We sell a process. Our goal everyday is to do that process better than anyone else. The 'team' concept links our professionals in the areas of design, financing, marketing, construction, project development, and property management to serve all of our customers, from the 500 square foot users up to the 800,000 square foot users.

"We are currently seeing a strong demand for distribution and light manufacturing facilities, and we have several projects currently under development to meet this need."

Spice Islands Distribution Center

The first of Dermody Properties' new facilities, a 122,650 square foot building

suitable for distribution and light manufacturing, will be available in early autumn. The center is divisible to four or five smaller units, and features dock-high and drive-in doors, a generous tenant improvement allowance, and an upgraded and improved sprinkler system. Located in the industrial sector of Sparks, the building has the potential for rail service if it is needed.

Aircenter Circle Distribution Center

This 154,788 square foot distribution center is comprised of two buildings, 84,588 and 70,200 square feet. Tenants will enjoy a central location within easy reach of the Reno Cannon International Airport, Interstate 80, and Highway 395. Neighbors include Fleetguard, Inc., AT&T, Polygram Records, and Boehringer Ingelheim. The most recent facilities in this business park were 100% leased before they could be completed, and there was strong interest in the building even prior to groundbreaking.

Future Plans

Additional light manufacturing and distribution buildings are in the planning stage for Sparks and at Silver Lake Business Center, in northern Reno. These facilities will commence construction in late 1994.

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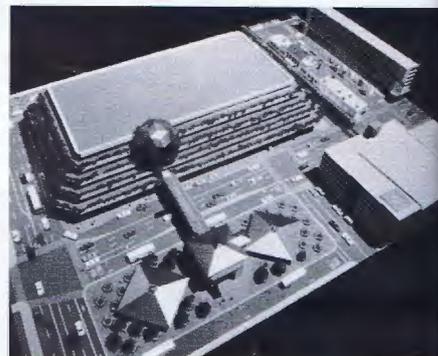
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Economic

Development



Model of the National Bowling Stadium, scheduled for completion later this year.

planning of new properties, as well as the expansion of existing operations.

Special downtown events plazas will hold popular events such as the World Chili Cookoff, Sportscars And All That Jazz, and Hot August Nights. Wingfield Park with its newly completed amphitheater and the Raymond I. Smith Truckee River Walk are already ensconced as proven host sites for the festivities of the annual Celebrate the River, and Celebrate Christmas on the River.

The National Bowling Stadium, which will be completed by the end of this year, is expected to act as a catalyst to draw new businesses to Reno's downtown core. Project "C", the 1,800-room themed resort under construction through a partnership between the Eldorado and Circus Circus, is another project which will contribute to the vitality of the area.

In the civic/office district, companies with regional or national headquarters either already in the area, or soon planning to relocate, represent the primary target market for office space. U.S. Bank has renovated the former headquarters of Security National Bank for its northern Nevada headquarters. Lindemann Produce moved its headquarters to Harrah's office building and Porsche Cars, NA has its headquarters in what is known as the Porsche Building. ■



NEVADA SMALL BUSINESS DEVELOPMENT CENTERS

Helping small businesses grow

A little-known, yet valuable resource available to small business throughout the state can be found through the services of Nevada's Small Business Development Centers (NSBDC). With growth as the watchword, the centers offer free, confidential counseling, low-cost management training, and referrals for entrepreneurs statewide.

"Our primary purpose is to assist existing and new small business enterprises throughout the state of Nevada by helping them plan their growth potential and develop and maintain professional management skills," says Center Director Sharolyn Craft at the University of Nevada, Las Vegas.

The centers represent a cooperative effort between the state's university system and the U.S. Small Business Administration. They help entrepreneurs answer questions such as: Where can I look for financing? How do I market my product or service? What about laws, regulations, taxes? To respond to such queries, the centers provide cost-free services such as counseling by private consultants which include accountants, business owners, trade association members and retired executives.

In addition, NSBDCs help entrepreneurs gain access to international market leads through: a national trade data bank, at no charge; an electronic bulletin board maintained by the U.S. Department of Commerce, provided at cost; and a database retrieval service. Such access has helped companies enter or expand in markets outside the U.S. — particularly in Mexico — according to center consultant Gene LeFave, president of Fluid Polymers, Inc., a Las Vegas-based



Sharolyn Craft, director for the Nevada Small Business Development Center office at the University of Nevada, Las Vegas

manufacturer of adhesives and sealants.

The centers also offer management training — for a small fee — on accounting and record-keeping, business plans and strategies, capital formation and loan packaging, cash flow, marketing, procurement and taxation. "Such training has helped managers keep their companies running during the often-fatal first five years of operation," according to Tom Guthrie, president of Southern Nevada Certified Development in Las Vegas, a business-finance firm.

The centers also provide access to a computerized geographic-information system (GIS) that relates data on demographic maps, because, "A picture is worth a thousand words," said demographer Eric Rucknagel. "Computer graphics enable businesses to find the information they need much more rapidly."

GIS utilizes U.S. Census Bureau data on age/sex/race, education, household and housing, income and population to produce a demographic analysis "right down to the neighborhood level," Rucknagel said. "GIS produces reports by zip codes, radius rings, market areas, tracts, blocks or any other area.

"Give us an address, and we'll tell you about the surrounding neighborhood," Rucknagel said. "Describe your typical customer, and we'll locate them for you.

"Give us the addresses of your customers, and we'll map where they live." Such maps can be used to analyze the designated area in order to identify other potential target markets.

Rucknagel further elaborated, "With a list of names and addresses, we can provide Census tract numbers and/or zip codes" for marketing purposes. NSBDCs are capable of mapping areas anywhere in the country to provide businesses with vital information, such as the demographics of an area's labor force.

Beyond these resources, entrepreneurs can use the services of the Center for Business and Economic Research (CBER) at the University of Nevada-Las Vegas. According to Director Keith Schwer the CBER combines "the expertise of trained professionals with state-of-the-art technology to get results that help businesses keep a competitive edge and government agencies produce a quality product," he said.

The CBER specializes in market research, conducting surveys to analyze products and services. "We begin by assessing a client's information goals, time requirements and budget constraints," according to Schwer. "Then we tailor



our approach to that particular client."

The CBER gathers information from a variety of resources, such as direct-mail questionnaires, interviews, or focus groups. In addition, access to a database, which features information on business loans, investor packages, market demands and property assets, is also offered.

"Overall," said NSBDC founder Robert Holland, "these resources function like an entrepreneurial 'mentor' program."

Stresses Larry Osborne, an executive at the Carson City Chamber of Commerce, "Our small-business centers recognize the importance of providing one-on-one assistance to Nevada's entrepreneurial community."

Indeed, the success of the NSBDC program lies in its ability to assist business growth by providing a broad spectrum



Keith Schwer, director of the Center for Business and Economic Research at the University of Nevada, Las Vegas

of services not usually available to the typical proprietor. Sharlet Berensten, director of the Tri-County Development Authority of Winnemucca, says she likes to describe it as a "one-stop shop for small business."

The NSBDC maintains offices in Reno and Las Vegas on the university campuses, and at the Northern Nevada Community College in Elko. The university's Agricultural Extension Service network, as well as selected chambers of commerce and economic development offices, serve as outlets for rural areas.

For more information, write to Sam Males, state director, Nevada Small Business Development Center, College of Business Administration, University of Nevada, Reno, Nevada 89557-0100; or call (702) 784-1717. ■

Bryant Universal Named Roofing Contractor Of The Year



Any job, any size... Bryant Universal is Nevada's choice roofing contractor.

Being named "National Roofing Contractor of the Year" by a nationwide magazine means a lot to Bryant Universal Roofing. But it means even more to its residential and commercial customers throughout Arizona, California and Nevada. With sales in excess of \$120 million, the company has been built on the principle of excellent, personalized service — from homes of all sizes to massive public buildings.

Here's how the magazine put it: "While bigger does not always mean better, there's no doubt that bigger certainly is better in the case of Bryant Universal Roofing." It stated that the award is based on outstanding performance in three areas: workmanship, sales and

marketing, and community and industry service. It cited Bryant Universal's size, notable projects, specialized equipment, wide range of services and products, concern for its employees, philanthropy and service to the industry as key factors in recognizing the 1400 employee firm with 15 branch offices.

The Las Vegas office has recently completed roofing the MGM Grand, Luxor, Treasure Island, Circus Circus Grand Slam, Bally's and the Polo Plaza, to name a few.

Though noted for some of the high-profile projects it handles, Bryant Universal is just as

"...give people good workmanship, quality materials, a fair price and thorough cleanup afterwards."

proud of the way it handles a home reroof. It's all a matter of sticking to a basic principle — customer satisfaction. Says founder Wayne Mullis, "You need to be sure and give people good workmanship, quality materials, a fair price and thorough cleanup afterwards."

With that philosophy, it's no wonder Bryant Universal has become Nevada's choice for a roofing project of any size.



WORKPLACE SAFETY: It's just good business

by Fred DeVeau

In 1993, the Nevada State Legislature passed SB 316, which brought sweeping changes to the State Industrial Insurance System (SIIS). A little-known provision of that bill also made changes to the state's occupational safety and health laws. All Nevada employers are required to have a written safety program. Even if only one person is employed, compliance with the law is still required.

For over 20 years, the state and federal governments have been engaged in an effort to reduce workplace deaths, injuries and exposure to toxic substances. In Nevada, work-related injuries, illness and

deaths occurred at unacceptable rates. As a result, SIIS has had to pay out hundreds of millions of dollars in workers' compensation claims. Business owners felt the burden, through lost production, higher premiums and costly litigation. The changes to the occupational safety and health laws are part of the state's effort to reduce these losses.

Businesses should view a safety program as a reasonable loss-prevention measure. The cost of implementation is small when compared to the costs of not having a program in place. Small businesses with less than 25 employees can implement a safety program for a few hundred to a few thousand dollars. Businesses with 25 or more employees are required to have a safety committee in addition to the written safety program.

Losses due to a preventable workplace injury can be devastating to a small busi-

ness. Aside from the direct cost of paying fines, higher SIIS and other insurance premiums, sick leave benefits and possible litigation fees, employers have to pay indirect costs due to lost production, payment of overtime and hiring/training of replacement employees.

Current employers must have a written safety program developed by July, 1994. The deadline for full implementation is October, 1994. Businesses can obtain cost-free assistance in the form of workplace hazard assessment, safety training and informational programs from the Safety Consultation and Training section of the state's Industrial Relations Division. In southern Nevada, call 486-50016; north/central Nevada, 688-1378; northeastern Nevada, 753-1169. ■

Fred DeVeau is vice president of DGM Safety Services & Consulting



Tim Burke, President of BURKE AND ASSOCIATES, INC. is proud to announce that the unlimited licensed A/B General Engineering and Building Company has just celebrated its tenth year of serving the Las Vegas Valley.

BURKE AND ASSOCIATES is currently completing the construction of a 40,000 sq. ft. Victorian-themed facade for Casino Royale, across from the Mirage Hotel. The Casino Royale has 160 rooms supported by a five-story parking ga-

Ten Years Of Excellence Burke And Associates, Inc.

rage and a sub-terranean parking structure.

BURKE AND ASSOCIATES also just completed a 10,000 sq. ft. residential care facility for Boy's Town of Nevada, located across from Freedom Park. "We are pleased to have built this much

needed facility," Tim Burke said. "It's a one million dollar project funded totally by donations and the facility will provide an opportunity for a youth program in our area."

Many of BURKE AND ASSOCIATES clients are repeat customers and their client list is quite impressive. Among them are: Bally's Hotel & Casino, Caesars Palace, and Circus-Circus Properties. "Over the past ten years since the inception of BURKE AND ASSOCIATES," said Tim Burke, "our firm has completed many projects, all of which we are proud of. Our motto

is, 'WE BUILD WITH CONFIDENCE.' We bring a true sense of professionalism into the construction industry. Our attention to detail within our projects is second to none. Our firm insures complete satisfaction to the client and our overall thoroughness on a job is very rarely duplicated."

Burke also broke the news that BURKE AND ASSOCIATES is soon to start an exciting new, very large project in the state of Nevada, with the official announcement being made within the next 30 days.

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At TMCC, we've been engaged in successful training partnerships with local businesses for years. Just ask Nevada Bell, International Games Technology, Sierra Pacific Power and dozens of other businesses. We're the local leader in areas like computer training because we bring to the table the resources of Nevada's educational system plus the local experience needed to make that training work.

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Nevada Department of Business and Industry Launches Campaign on Workplace Safety

The Nevada Department of Business and Industry (NDBI) is reporting a successful beginning of its 1994 education and information campaign aimed at improving workplace safety. The program is directed at Nevada employers, as well as employees who work in Nevada companies and organizations. It also promotes the services of the Safety Consultation and Training Section (SCATS) of the Division of Industrial Relations, which is part of the NDBI.

One of the critical changes in legislation passed last year was the requirement that every employer in Nevada must establish and implement an effective written safety program. SCATS offers confidential services to assist companies with safety issues and to help develop a formal safety program that complies with the revised law. Since the campaign launch in January, several approaches have been taken to inform employers about changes in law and assist in implementation of effective safety programs. These approaches include:

- Completion of a pre-campaign employer survey of 200 company owners and top managers statewide to gauge awareness of the revised laws, and determine needs for implementing safety programs. When the survey was completed in February, 59 percent were unaware of the Nevada statute requiring a formal written safety program.
- Mail a brochure and Rolodex card to every employer in Nevada. Four Nevada companies, Electro-Tech, Inc. of Reno, Clark County Sanitation District, Valley Hospital Medical Center of Las Vegas and Caesars Tahoe of Lake Tahoe were featured because of their success-

ful safety programs. Services and resources available through SCATS were also presented. SCATS offices have received numerous phone calls and mail-back responses as a result of the mailing to 37,000 Nevada employers.

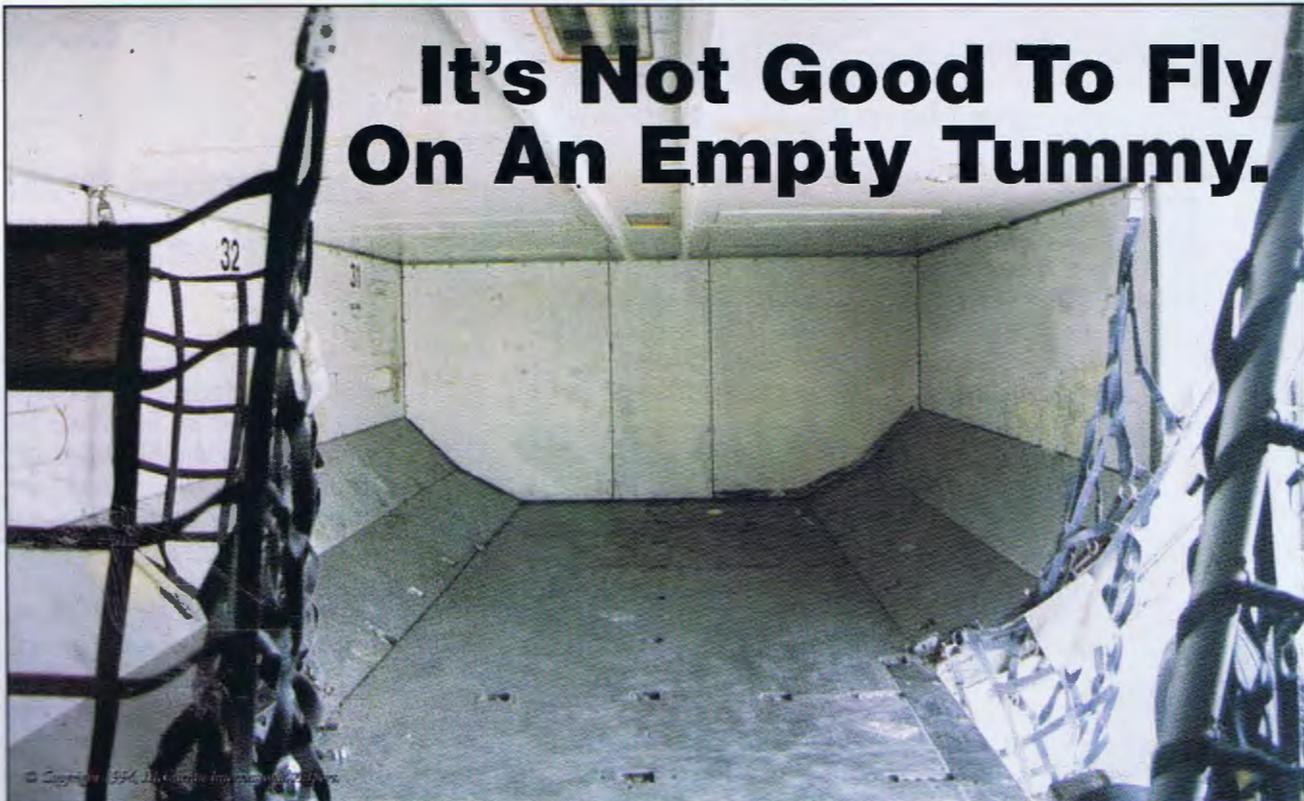
- The initiation of telephone follow-up to all recipients of the employer direct mail brochure. The program is being undertaken to ensure the information was received and to determine how SCATS can further assist the company.
- The mailing of the publication, *State of Nevada Guide to Developing Written Workplace Safety Programs*, to employers for use in facilitating a written safety program that complies with the revised law.

"All Nevada employers, by law must have an effective safety program in place," said Rose McKinney-James, director of the NDBI. "Through the information we've provided and the services available through SCATS, every employer should be equipped to develop a program that complies with the law and helps to ensure the safety of their employees and customers."

The multimedia campaign also includes television and newspaper advertising focused at working Nevadans. Two priorities are targeted, based on reports of recent causes of workplace injuries in Nevada: employees taking responsibility for cleaning up spills to prevent slips and falls; and using caution while lifting to prevent back injuries.

For additional copies of materials, or further information on resources available through SCATS, call 486-5016 in southern Nevada and 688-1474 in northern/central Nevada. ■

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Fax: (702) 486-5018

CARSON CITY

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Carson City, Nevada 89710
Ph: (702) 687-4250
Fax: (702) 687-4266

On October 1, 1993, the Nevada Department of Business and Industry came into existence as part of a reorganization of state government. This Department is composed of several divisions, commissions and special agencies that, prior to reorganization, were either separate departments or part of other stand-alone agencies. Through a commitment to carry out the wide variety of functions performed within the Department in a manner that is sensitive to the needs of the people it serves, Business and Industry (B&I) hopes to become an active player in promoting growth and diversification in the Nevada economy.

"I see our department facilitating four basic functions," said Director Rose McKinney-James, "which can impact virtually every citizen in this state." They include the following:

Licensing and regulating business professions in a proactive, firm and fair manner through regulatory divisions of the Department: Agriculture Division; Insurance Division; Real Estate Division; Taxicab Authority; Athletic Commission; Dairy Commission; Postsecondary Education Commission.

Implementing worker/employee safety programs to assure safe working environments and protect workers' rights, through industrial relations agencies: Industrial Relations Division; Labor Commissioner; Minerals Division;

Employee/Management Relations Board; Atty for Injured Workers.

Providing consumer services and products in the marketplace that are safe, accessible, and affordable and provided through competitive, fair, and sound business practices, through the consumer service agencies of the Department: Consumer Affairs Division; Manufactured Housing; Rural Housing Authority; Insurance Advocate; Nevada Energy Office; Office of Hospital Patients; Office of Protection and Advocacy.

Facilitating programs to provide financing and other services related to industrial development through the following divisions: Office of Industrial Development; Housing Division; Financial Institutions Division; Unclaimed Property Division; Beef Council; Sheep Commission; Grazing Control Boards; Miscellaneous Agricultural Agencies.

Director Rose McKinney-James has an exciting vision of the future for her Department: "I believe Business and Industry can be a significant partner in the State's economic diversification efforts by providing a framework of services to existing businesses and industries in Nevada in a 'user friendly' manner, so that the favorable business climate associated with the State of Nevada can be maintained for many years into the future."

State Provides Financing to Manufacturers

The state of Nevada is aggressively supporting economic development and diversification by providing low-cost loans through the Industrial Development Revenue Bond (IDRB) program. Manufacturers buying land, building new facilities, refurbishing existing buildings or purchasing new equipment may qualify for the loan program which is administered by the Nevada Department of Business & Industry.

Issued for specific projects, the bonds are funded through private sources of capital and provide manufacturers with lower financing costs and more flexible loan terms. Private investors purchase the bonds to earn tax-exempt interest.

Over the past 12 years, 41 bonds have been issued, representing a total of \$125 million in financing and the creation of 4,000 new jobs.

"Through the IDRB program, the state has demonstrated its commitment to assisting businesses," commented Larry Struve, chief of industrial development in the Nevada Department of Business and Industry. "The program can save manufacturers several hundred thousand dollars over the lifetime of the loan provided the size of the project is at least \$1.5 million in loanable proceeds."

While all cities and counties have the authority to issue IDRBs, the majority of bonds issued have been handled by the Department of Business & Industry. The department works with attorneys and bond specialists to guide the applicant through the process which takes from three to nine months from the date of application to the issuance of the bond.

Applicants must meet certain criteria to qualify for the loan program. Information may be obtained by contacting the Department of Business & Industry in Carson City at (702) 687-4250. ■



KLOEHN, INC.: Relocating to Summerlin

Kloehn Co., Inc. recently signed a \$3.6 million agreement to build a medical research product manufacturing facility on a five-acre site at The Crossing Business Center in Summerlin, announced Kirt H. Klaholz, vice president of industrial marketing for the commercial and industrial division of Summa Corporation.

"Phase One, a 54,000 square-foot building, is expected to break ground this month, with completion slated for this September. The facility will house the company's medical manufacturing plant in addition to serving as the firm's headquarters," Klaholz added.

Michael Kloehn, senior vice president and general manager, Kloehn Co., Inc., said "Our company has been growing at an average rate of 25 percent per year. To accommodate future expansion, we have secured entitlements to build an additional 60,000 square feet of manufacturing facilities."

Kloehn Co., Inc. currently is operating out of four buildings in Brea, Calif. According to Kloehn, the relocation was prompted by the need to consolidate facilities under one roof. "After considering sites in Colorado and Nevada, we chose to relocate from Brea to the Las Vegas area due to Nevada's attractive corporate tax structure and Las Vegas' affordable housing, clean air and better schools. Also attractive are the city's plentiful golf courses and the Strip, making it easy to entertain customers.

"We chose to locate in The Crossing Business Center because it is a high-quality business park," said Kloehn. "In fact, Summa Corporation will be constructing a golf course across from our facility, and a nearby hotel is planned as well.



"By locating in Summerlin, our employees can choose to enjoy the benefits and lifestyle of this master-planned community, and the convenience of living near work," he added. "In fact, some are buying beautiful homes less than a mile from our new facility. Summerlin's plentiful amenities and wide range of housing options provide our personnel a better quality of life at an affordable price."

Kloehn, Inc. currently employs approximately 120 people, and anticipates many key employees will move to Las Vegas. The company projects it will hire approximately 50 full-time employees when its new facility opens in September, and as the company grows, may employ up to 350 in the first building.

Kloehn Co., Inc. is a leading developer and manufacturer of internationally-distributed medical research products including syringes, syringe drive modules, valve drive modules, inert shear valves, solenoid valves, probes, needles and fittings. Some of Kloehn's clients include

Beckman Instruments, Abbott Laboratories, Ciba Corning and Hewlett/Packard.

The Crossing Business Center is located on Town Center Drive at Summerlin Parkway. At final build-out, The Crossing Business Center will accommodate more than 4,000 employees in approximately 1.2 million square feet of business facilities. Summa Corporation expects to complete the center by 1999.

A 22,000-acre residential and corporate community, Summerlin stretches northwest from Las Vegas to the foot of the Spring Mountain Range. Summerlin will be developed in phases over a 25-year period, providing business parks, retail centers, schools, worship sites and homes to 160,000 residents in 70,000 houses and apartments in 30 villages.

Las Vegas-based Summa Corporation is one of the most successful regional real estate investment and development companies in the nation. The company has extensive real estate holdings in Nevada and Southern California. ■



DISTRIBUTION: An Essential Component of Northern Nevada's Economy

"The recent economic upturn has been exciting for us, and good for our area," says Michael C. Dermody, president and chief executive officer of Dermody Properties. "In cooperation with the Economic Development Authority of Western Nevada (EDAWN), we were able to keep Spiegel Teleservice in our community," he said. "Because we can offer high-tech firms the advantages of a relationship with the university system companies such as Lockheed find facilities like Dandini Research Park attractive.

"The de-urbanization of American industry, where companies are increas-

ingly leaving over-crowded, over-taxed metropolitan areas, has made smaller cities like Reno desirable. Now, with the advent of the information highway and supportive infrastructure such as fiber optics, smaller cities are becoming more accessible," Dermody said.

Despite this shifting focus toward high technology and skilled jobs, however, Dermody believes it is important to not lose sight of the original base for northern Nevada's "second economy".

"Distribution has been the backbone of this area's economy for years," he said. "Back in 1960, we built a distribu-

tion facility for Bigelow Sanford. That was a significant event – the first New York Stock Exchange firm to come here.

"In the years since then," he continued, "Dermody Properties has received increasing national and international attention. This was demonstrated when the nation's second-largest pension fund, the California Public Employees' Retirement System, entered into a partnership with us in 1991. More recently, major investors, including the Utah Pension Fund, have acquired local property. The fact that the area attracts institutions of this caliber will help future development."

Dermody credits the area's resiliency, despite the recent recession, to the diversity of its distribution economy. "Distribution is a mosaic," he noted, "with national and international companies of

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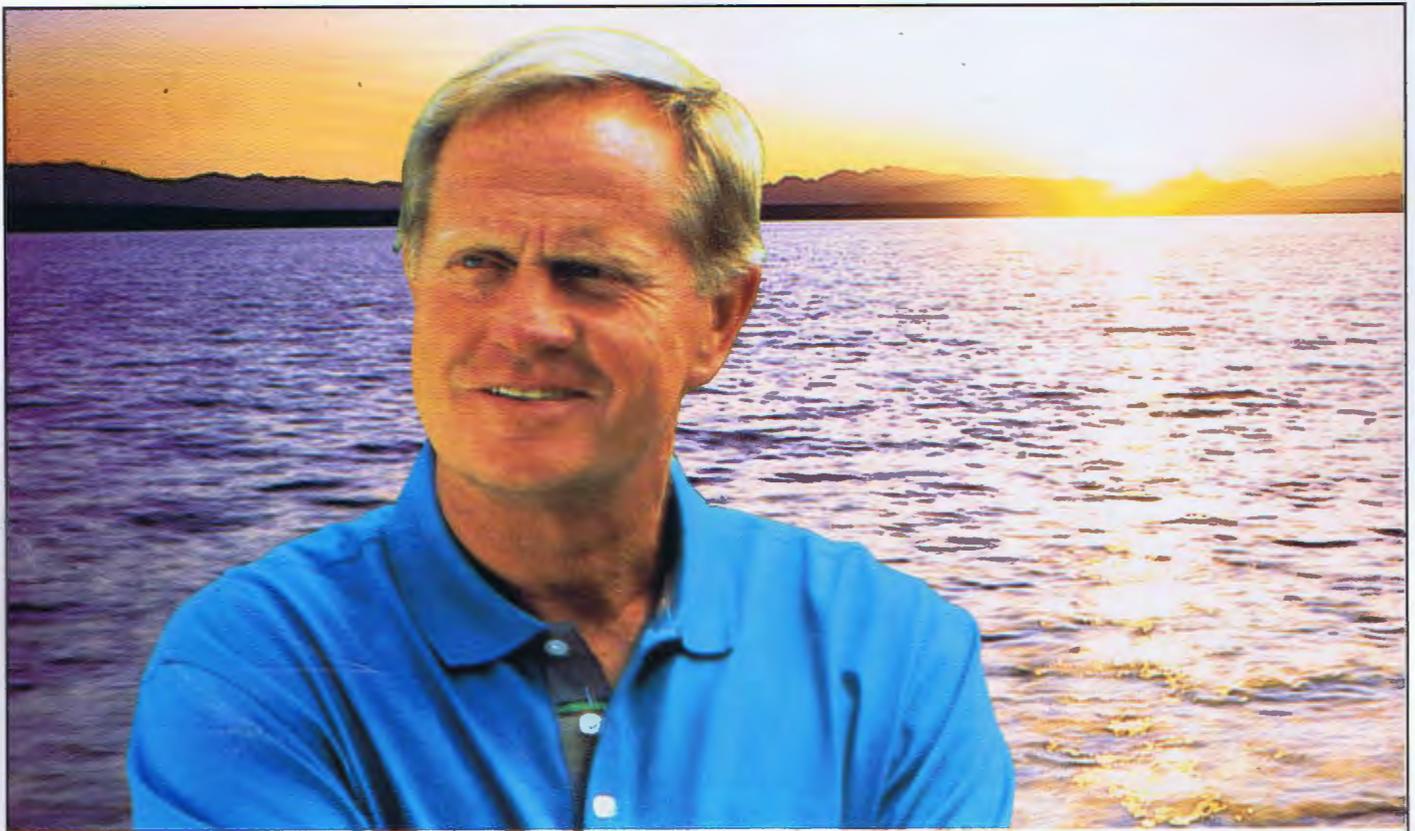
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varying sizes serving diverse economies.”

Dermody cites examples, “Because of our proximity to the Pacific Rim, we have recently attracted two Australian companies – Kakadu Traders, which distributes body care products, and J. Bloch, which manufactures and distributes dancewear. For every giant like Michelin Tire, we have dozens of such diverse manufacturers and distributors.”

Dermody likes to emphasize that location for a distribution facility is just the first phase of a larger corporate commitment. “Sweetheart Plastics located their distribution function here, and then put manufacturing in place as well. The Clarkson Company, who originally had their warehouse here, has relocated the entire corporate headquarters to Sparks.”

Additionally, the increase of technol-

ogy in the distribution industry has augmented both the quality of the jobs created as well as the technology needed to support these jobs. “We have several companies who recently invested millions of dollars in high-tech equipment.”

Dermody, who has a long-standing commitment to the children and families of the Reno/Sparks area, likes to emphasize the effect of the property taxes paid by owners of local industrial properties. “The Reno/Sparks area has approximately 34 million square feet of industrial real estate. Of the property taxes collected, something like 60 percent goes to education. The advantage of distribution in particular is that it adds to our tax base without creating a drain on the existing infrastructure,” he said. “When an area is opened for development, the de-

veloper funds and installs the improvements, including power, roads and other infrastructure. The community gets the benefit of having an area developed and added to the tax rolls without creating a burden on the services already in place.”

Dermody concludes, “The distribution industry for our locale both creates a sound base for other types of economic development, and acts as a magnet to attract other industries. Other states recognize this and have begun to compete for distribution business.”

Regardless, Dermody is confident the advantages northern Nevada has to offer will allow the region to stand firm in the face of this competition. “I believe northern Nevada still affords the best possible combination of location, favorable business tax climate and quality of life.”

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by John A. Dubé

A Guide to IRA Transfers, Rollovers and Taxes

Many people assume that if they're already participating in a qualified retirement plan at work they can't contribute to an Individual Retirement Account (IRA). You can set up an IRA account; it's just not the great deal it used to be.

An IRA can be set up with a maximum investment of \$2,000 annually (\$2,250 for a spousal IRA). However IRAs are tax-deductible only for those who don't participate in their company retirement plan or who make less than \$35,000 (single) or \$50,000 (married couple). This restriction also applies to spouses if one has a company plan. In addition, if filing jointly, they can't deduct the IRA.

The interest earned on the IRA, however, accumulates tax-free until withdrawal, even if you have a company plan. That's why it still may make sense for you to set up an account.

You shouldn't set up and forget an IRA, though. You should keep an eye on performance, and switch to a different fund if returns are below the market. The large number of fund choices may seem overwhelming, but the choices can be narrowed considerably by looking only at the funds that best fit your financial needs. Many people seek help from an investment expert or financial planner.

IRA transfers. An IRA transfer moves money from one trustee/custodian/issuer directly to another. You don't take possession of the money, so the transaction isn't reported to the IRS. You can transfer funds as often as you wish, without any consequences. This flexibility is a good way to diversify and to take advantage of market changes.

IRA rollovers. Generally, there are three types of rollovers:

- *Rollovers from an employer's tax-qualified retirement plan to an IRA.* With this type of rollover, you can – under

certain circumstances – delay paying ordinary income taxes and the mandatory 20 percent federal income tax withholding on the distribution.

- *Rollovers from a segregated (roll-over) IRA to a qualified plan.* If you've set up a segregated (rollover) IRA account that contains only an eligible distribution from your employer's tax-qualified plan, you may be able to move those funds – and any earnings – into another employer's plan in the future.

- *Rollovers from one IRA to another.* To avoid paying taxes on a rollover, the assets must be deposited in the second IRA within 60 days after you take possession of money from the first IRA. This type of transaction is allowed only once every 12 months for each IRA you own.

Tax implications. If you end up owing a six percent penalty tax because of IRA contributions above the allowable limit, report the penalty on Form 6329. This form, which is also used to report the 10 percent penalty tax on premature distributions, generally is attached to an IRA owner's federal income tax return.

All contributions – including excess contributions – must be reported on IRS Form 5498, even if they're removed from the IRA later.

If you're considering any IRA transactions, the smartest first step is to talk to your accountant, tax preparer, or financial planner. These professionals can help you avoid any pitfalls and get you started on an overall strategy.

John A. Dubé, CFP, is a personal financial planner with IDS Financial Services, Inc.

Nevada Briefs

BofA receives license to sell variable annuities

Bank of America Nevada has received a license to sell tax-deferred variable annuities issued by several insurance companies. BofA Nevada is one of the first banks to be granted a variable annuities license in Nevada.

Last year, BofA Nevada began making available fixed annuities and other non-FDIC insured investment products, including mutual fund shares and other securities, through its affiliate, BA Investment Services, Inc. (BAIS), a registered broker-dealer.

"We are excited about our ability to provide a broader range of investment alternatives," said BofA Nevada Chairman and CEO Richard A. Etter.

BA Investment Services, Inc., has 17 licensed investment specialists in BofA Nevada branches statewide. BA Investment Services is a member of the New York Stock Exchange, National Association of Securities Dealers and Security Investor Protection Corporation.

Reno a prime market for staffing services

Staffing services topped Entrepreneur magazine's list of the "15 Hottest Businesses for 1994", and independent research sponsored by Norrell Services, Inc., the nation's largest temporary services

company, indicates Reno is among the prime potential markets for this rapidly growing industry.

A study revealed 21 Reno-area staffing services offices currently serve an approximately \$32 million temporary services market. Such figures and presence of major businesses like Hidden Valley Ranch, Porsche, Spiegel catalog and JC Penney indicate excellent business opportunities in temporary services for aggressive Reno entrepreneurs.

According to the National Association of Temporary Services, temporary help services was a \$28 billion industry in 1993, reflecting a 13.9 percent increase in revenues over 1992. Temporary employees earned nearly \$20 billion nationwide during 1993, a 17.5 percent increase in payroll. Fueling the industry's growth, nearly 98 percent of U.S. companies currently use temporary help.

Executive changes announced at FIB

John O'Reilly, attorney and gaming industry executive, has accepted an appointment to the First Interstate Bank of Nevada board of directors.

"John O'Reilly's experience, insight and knowledge will enhance our ability to meet Nevada's unique banking needs," said Clint Arnoldus, the bank's chairman and chief executive officer.

O'Reilly, a 25-year resident of Nevada, is president of the law firm of Keefer, O'Reilly and Ferrario. He has been chief executive officer and chairman of the board of Jackpot Enterprises.

From 1987 to 1991, O'Reilly was chairman of the Nevada Gaming Commission and served for eight years as a member of the Nevada Gaming Policy Committee.

O'Reilly is a graduate of the University of Nevada, Las Vegas with a masters degree in business administration. He earned a law degree with honors and a bachelor of science degree with a major in accounting at St. Louis University.

Tom Mangione, a 22-year veteran with First Interstate Bank of Nevada, was recently named the bank's southern Nevada area manager. Mangione is now responsible for First Interstate's 35 branches in southern Nevada, as well as its six business banking centers.

Mangione replaces former southern Nevada president, Andy Studdert, who accepted a promotion in Phoenix as electronics banking manager for First Interstate's six-state southwest region.

"Tom Mangione's extensive knowledge of this bank and the financial needs of southern Nevada businesses makes him the perfect person for this position," said Clint Arnoldus, First Interstate's chairman and chief executive officer.

Mangione, who joined First Interstate in 1972, most recently served as southern Nevada business banking manager.

Primas named regional VP at Kimley-Horn

Kimley-Horn and Associates, Inc., an engineering, planning and environmental consulting firm, announced the appointment of Craig A. Primas, P.E., as regional vice-president at its Las Vegas office. Primas will be responsible for managing land development services.

Primas brings to Kimley-Horn over 16 years of experience in all phases of consulting engineering. Specializing in land development for both public and private clients, Primas has been responsible for planning, surveying, design and project management in residential subdivisions, commercial and industrial complexes, shopping centers, hotels, golf course/resort developments and master-planned communities including Summerlin and Lake Las Vegas.

Kimley-Horn and Associates is a 450-person engineering, planning and environmental consulting firm with offices in Nevada, California, Arizona, Oregon, Texas, Colorado, North Carolina, South Carolina, Virginia and Florida.

General Diagnostics relocates to Reno

General Diagnostics Inc. (GDI) one of the nation's largest repair operations for computer and electronic manufacturers, recently relocated its headquarters to Heitman Properties' Bank of America Plaza in Reno from Southern California, according to Leasing Manager Missy McQuattie who represented ownership. Approximately 12 GDI professionals also relocated to Reno as a result of the corporate relocation.

"The move was mainly an effort to improve our personnel's quality of life," said GDI President C.M. Johnson, who investigated Austin, Texas, and Arlington, Va. before selecting Reno. "We also were looking at streamlining our operations. Cannon International Airport provides us with the ability to easily fly to and from our nine locations."

"We are delighted GDI selected Reno for its base," said McQuattie.

Chicago-based Heitman Properties leases, manages and supervises more than 68 million square feet of commercial and industrial property in 31 states.

New president/CEO for Environmental Industries

Richard A. Sperber has been named president and chief operating officer for the construction division of Environmental Industries, Inc. In addition, Sperber now holds the title of president of Valley Crest Landscape, Inc., a construction subsidiary of Environmental Industries, Inc.

Headquartered in Calabasas, Calif., Environmental Industries, Inc. has entered its 45th year. Subsidiaries to the firm provide landscape and irrigation construction, site development, golf course and sports complex construction, exterior and interior landscape maintenance, water management, tree growing and moving and horticultural product sales. 🍀

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business indicators & analysis

The Consumer Price Index (CPI) increased by 2.51 percent at an annual rate during March. Although the CPI measures price changes only for consumer goods, it is frequently used as a proxy measure of inflation. By usual standards, the current rates of change in the CPI indicate modest levels of inflation. Yet, the Federal Reserve, frequently accused of waiting too late before implementing corrective action to combat inflation, foresaw early signs of accelerating economic expansion in 1994. Even after a long period of slow recovery, (extending over 30 months from the April 1991 official date of the recession trough), the Fed took preemptive steps to keep inflation in check by raising interest rates before inflation accelerated.

Taking a series of small steps, the Fed raised short-term interest rates, the federal funds rate (the rate one bank charges another bank for overnight funds) and the discount rate (the rate the Fed charges banks), and pushed the yields on short-term government securities upward through open-market operations. By following a policy of increasing supply relative to demand, the Fed pushed security prices downward and yields upward. The yield on three-month U.S. T-bills, a closely watched short-term government asset, now stands nearly 1 percent above year-ago levels.

In 1993, short-term interest rates bottomed at the lowest levels since the 1960s. The Fed hoped to raise short-term rates without appreciably increasing long-term rates – the rates that influence investment. However, long-term rates have also inched upward. Regardless, most believe that generally higher interest rates in 1994 will act to slow the rate of economic expansion. Hopefully, the slowdown from interest rate increases will be marginal and the expansion will continue.

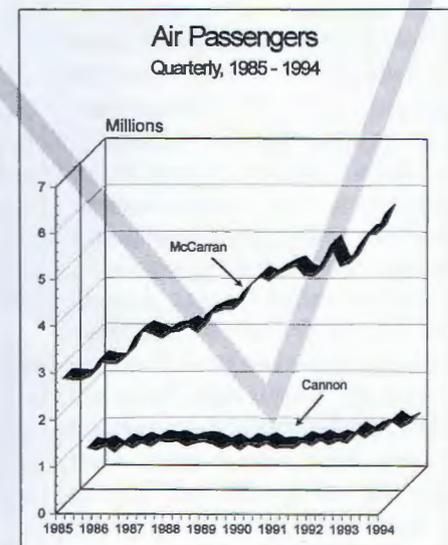
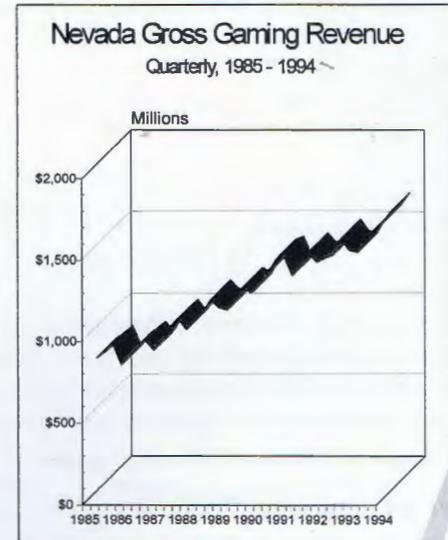
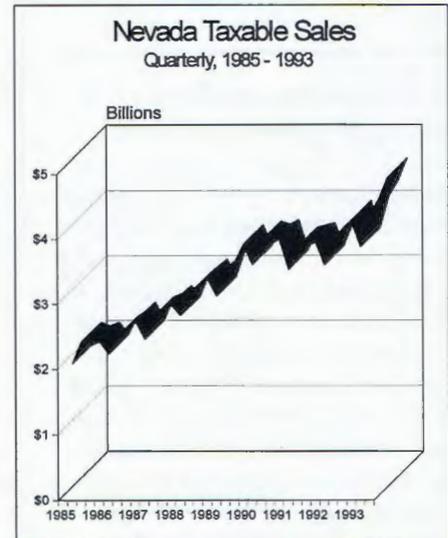
The national economy continues to grow during 1994, coming off a fourth-quarter 1993 growth rate of 5.36 percent. Even in the face of the Fed's early defense actions against inflation, most forecasters see no reason to revise their 1994 estimates substantially downward.

Nevada's economic indicators achieved "eye-popping" growth rates in early 1994. Retail activity as measured by sales tax collections was up 18.97 percent and 17.33 percent, respectively, for Clark and Washoe Counties during February over year-ago levels. Gaming revenue increased 14.92 percent for Nevada during March. Clark County provided the bulk of the growth – up 17.15 percent. Washoe County reported gaming growth of 3.29 percent. With exceptional growth in both gaming and retail expenditures, one invariably finds future employment and income growth.

Nevada's construction activity increased briskly. During the first quarter of 1994, the Las Vegas metropolitan area showed a substantial increase in the number of residential permits issued (up 98.29 percent from year-ago levels) and a drop for commercial permits (down from last year by 20.99 percent). Both residential and commercial permits were up for Reno, 114.77 and 32.50 percent, respectively, although the information is as of mid-year 1993. At such levels of activity, one might reasonably expect continued strong growth for 1994, although less economic buoyancy is expected from construction than in 1993.

Simply stated, 1994 is taking shape as a great year for the Nevada economy and a good year for the national economy.

R. Keith Schwer, UNLV Center for Business & Economic Research



	DATE	UNITS	LATEST PERIOD	PREVIOUS PERIOD	YEAR AGO	CHANGE YR AGO
UNEMPLOYMENT						
Nevada	Mar, 1994	seasonally adj.	5.1	5.3	7.2	-29.17%
Las Vegas	Mar, 1994	seasonally adj.	5.2	5.2	7.0	-25.71%
Reno	Mar, 1994	seasonally adj.	4.7	4.9	7.0	-32.86%
U.S.	Mar, 1994	seasonally adj.	6.5	6.5	7.0	-7.14%
RETAIL ACTIVITY						
Nevada Taxable Sales	Feb, 1994	\$ thousand	1,339,845	1,390,542	1,149,512	16.56%
Clark County	Feb, 1994	\$ thousand	835,050	850,474	701,898	18.97%
Washoe County	Feb, 1994	\$ thousand	226,433	265,644	192,984	17.33%
U.S. Retail Sales	Feb, 1994	\$ million	181,048	178,299	168,624	7.37%
GROSS GAMING REVENUE						
Nevada	Mar, 1994	\$ thousand	571,559	534,983	497,353	14.92%
Clark County	Mar, 1994	\$ thousand	442,673	433,560	377,859	17.15%
Washoe County	Mar, 1994	\$ thousand	75,113	59,113	72,720	3.29%
CONSTRUCTION ACTIVITY						
Las Vegas Area						
New Residences	1st qtr 1994	# permits	4,860	4,103	2,451	98.29%
New Commercial Permits	1st qtr 1994	# permits	128	138	162	-20.99%
Reno Area						
New Residences	2nd half 1993	# permits	1,469	962	684	114.77%
New Commercial Permits	2nd half 1993	# permits	53	40	40	32.50%
U.S.						
Housing Starts	Feb, 1994	thousand	1,309	1,258	1,194	9.63%
Total Construction	Feb, 1994	\$ billion	488.8	494.8	453.8	7.71%
HOUSING SALES						
Las Vegas Area						
Average Sales Price ⁽¹⁾	1st qtr 1994	\$	144,984	135,755	135,584	6.93%
Average Cost/Square Foot	1st qtr 1994	\$ per sq. ft.	79.31	73.74	79.29	0.03%
Average Mortgage Rate ⁽²⁾	1st qtr 1994	%	7.19	7.27	7.62	-5.64%
Washoe County						
Average Sales Price ⁽¹⁾	2nd half 1993	\$	170,325	157,825	151,403	12.50%
Average Cost/Square Foot	2nd half 1993	\$ per sq. ft.	96.88	92.42	90.18	7.43%
Average Mortgage Rate ⁽²⁾	2nd half 1993	%	7.20	7.70	8.30	-13.25%
U.S. Home Sales	Feb, 1994	thousand	649	637	599	8.35%
TRANSPORTATION						
Total Passengers ⁽³⁾						
McCarran Airport, LV	1st qtr 1994	passengers	6,289,316	5,854,948	5,212,601	20.66%
Cannon Airport, Reno	1st qtr 1994	passengers	1,296,464	1,196,677	1,106,402	17.18%
State Taxable Gasoline Sales	Feb, 1994	thousand gal.	52,377	55,985	51,662	1.38%
POPULATION ESTIMATES						
Nevada	July, 1993	people	1,398,400		1,343,930	4.05%
Clark County	July, 1993	people	898,020		854,780	5.06%
Washoe County	July, 1993	people	271,770		266,500	1.98%
NATIONAL ECONOMY						
Consumer Price Index ⁽⁴⁾	Mar, 1994	1982-84=100	147.2	146.7	143.6	2.51%
Money Supply - M1	Feb, 1994	\$ billion	1138.7	1133.6	1035.4	9.98%
Prime Rate	Mar, 1994	%	6.0	6.0	6.0	0.00%
Three-Month U.S. T-Bill	Mar, 1994	%	3.52	3.21	2.97	18.52%
Gross National Product	4th qtr 1993	\$ billion	6,526.5	6,395.9	6,194.4	5.36%

NOTES: (1) houses, condos, townhouses; (2) 30 yr. FHA; (3) enplaned/deplaned passengers; (4) all urban consumers

SOURCES: Nevada Dept. of Taxation; Nevada Employment Security Dept.; UNLV, Center for Business and Economic Research;

UNR, Bureau of Business and Economic Research; US Dept. of Commerce; US Federal Reserve.

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Whose idea was this anyway? Who decided to turn Sin City into Scandia?

I didn't vote for this experiment in metropolitan alchemy, and neither did you. Yet it's happening. Even *Time* magazine considers Las Vegas to be "the All-American City." Just what we needed.

Mark my words, we are all going to regret this transformation. As someone once said, the road to hell is paved with soiled Huggies and empty jars of Gerber's Pureed Prunes. Don't look now, but we're already barreling down this road in a souped-up RV sporting a bumper sticker that reads, "I Visited Santa's Village."

Families are nice. Families may even be necessary, but do they have to come here? Las Vegas was built on the holy triumvirate of Gambling, Booze and Sex. The three biggies. None of these are particularly compatible with what we generally consider to be traditional family values (unless, of course, you're talking about my family). Now, the corporate bean counters who've taken over our city seem determined to homogenize and pasteurize our lusty, free-for-all image even further. No thanks.

Theme parks are the main culprits. Do we really need more of these places? Apparently so, because more are being planned. Free circus acts, water slides, pirate battles, video arcades and full-fledged amusement parks aren't enough for the revisionists. At least five other "alternative amusement venues" are in the works, which means more families, more kids and less fun for the rest of us.

"People come to Las Vegas to get away from families, to get away from kids, sometimes to get away from their wives or husbands," says one high-stakes gambler. "This place used to be an *adult* Disneyland. Now, it's just Disneyland."

Flying into Las Vegas a few weeks ago, I noticed that every third seat on the plane seemed to be occupied by a whining little brat. I would much rather be seated in the midst of a traveling pack of Hare Krishna insurance salesmen than be subjected to a planeload of oatmeal drooling, pants-wetting cherubs. The bad news is – the droolers have already landed.

Walk down the Strip these days and you'll see them everywhere. (It's a well-known fact that families travel in packs.) Dad will be wearing the plaid, baggy Bermudas with the black socks. Mom will have on her "I'm with

Stupid" workout jacket while carrying a stack of Vegas World fun booklets. The kids will be sporting fresh mustard stains on their Megadeath t-shirts, thanks to the free hot dogs they just used as ammo in their block-long food fight. And everyone, everywhere, has one of those freebie pink hats from Circus Circus on their noggins.

The symbol of Las Vegas has always been the scantily-clad showgirl. Are showgirls consistent with a family atmosphere? Probably not. How long will it be before the showgirl is replaced by Chuck E. Cheese? Are we ready to exchange showgirl cleavage for June Cleaver? It may already be too late.

Because certain casino execs want to boost occupancy rates, we all face grave peril. By promoting Nevada as a family destination, we are not merely encouraging families to visit here, but to live here. The retired farm implement dealer from Oshkosh who came here last month to watch jousting at the Excalibur will, by next month, be the guy whose smoke-belching Buick is stuck in traffic ahead of your jalopy.

Once families get a foothold, you can't get rid of them. (Ask Native Americans about this if you don't believe me.) There are even some parallels in our recent past to prove this point.

Old timers remember that slot machines were put into casinos so women would have something to do while the menfolk did the "real" gambling at the tables. Slots made it easier for gamblers to bring their wives. Today, slots and other machines are the most ubiquitous form of gambling in the state. You can't go into a convenience store or Laundromat without seeing them. Every tavern has them built into the bar. Clanging, beeping, flashing machines assault our sanity, and fleece our wallets because someone, way back when, wanted gamblers to bring their wives to Las Vegas.

Are families good for casinos? Does Dad really roll the dice because baby needs a new pair of shoes? Consider the example of conventioners. A few years ago, several Strip honchos argued that conventions were bad for business because, while conventioners filled rooms and ate at restaurants, they didn't gamble much. Are families any different? If Mom has to take care of the kids, she isn't likely to be plunking slugs into slot machines. And if Mom has custody of the ATM machine, will Dad have a chance to loot the family savings? The new MGM may be a prime example. It's occupancy rates are high, but the gambling take, according to informed sources,

is much less than anticipated.

Already, there are warning signs that families are preparing to impose their values on the rest of us. Las Vegas has its first non-smoking casino. We also have several non-toking showrooms. How long will it be before we have non-drinking casinos. When will the great Anti-Pasties Movement be launched?

I can see it all now. The Caesars Palace goddesses will be forced to wear hair curlers and use baby strollers to carry around watered down fruit juice cocktails. The dancers at the Can Can Room will be required to wear daring outfits designed by Mrs. Ayatollah Khomeini. The Crazy Horse Too will stage a revival of *Willy Wonka*. Slot tournaments will be replaced by quilting bees. Curbside smut peddlers will be forced to hand out racy ads for Putt Putt golf.

In years gone by, people came to Las Vegas to cut loose. They wanted to rub elbows with mobsters and starlets, to get drunk, to get lucky, to get away from it all. These days, a visitor is much more likely to run into the Brady Bunch than to see a real-life gangster or leggy showgirl. We're getting downright boring.

Gambling is legal just about everywhere these days. But those other destinations aren't

building amusement parks. They're building gambling halls, where people can go and lose their money without being forced to watch women change diapers. How long will it be until our best customers start frequenting other gambling towns?

After all, there are few things in life more repugnant to a high roller than to rest his elbow on a baccarat table only to find that a fresh wad of Bazooka has attached itself to his tuxedo.

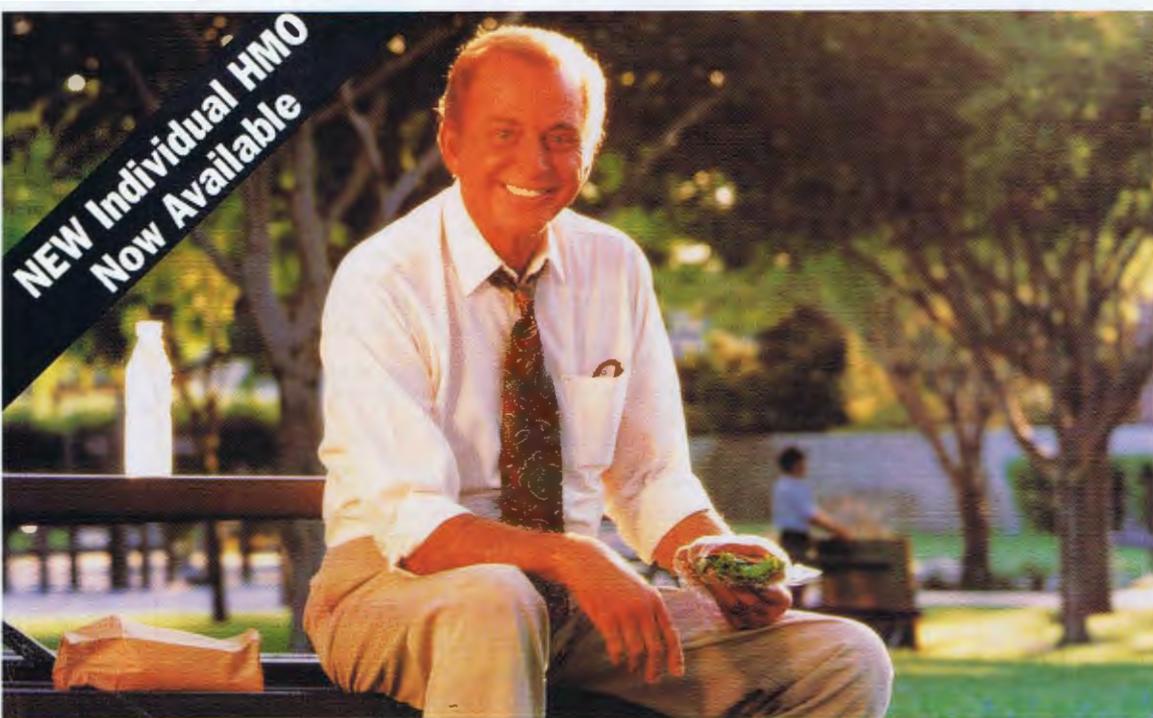
Las Vegas can learn a lot from Reno. For years, Reno residents resisted growth. They didn't want new casinos or attractions. They didn't go all out for economic development. They didn't want throngs of newcomers to move in because it would mean a deterioration of their own lifestyle. Las Vegans have learned the hard way about traffic congestion, dirty air, water shortages, and Sahara-esque dust clouds created by untold numbers of construction projects, all the result of unbridled growth.

Go ahead. Invite more families. If more families visit, more families will move here. Family values will become pre-eminent. And we can all look forward to the day when the most exciting reason for coming to Las Vegas will be the Giant Ball of Yarn Amusement Park & Ice Cream Parlor.

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“I’d feel a little pain now and then, but I didn’t think it was anything serious. Maybe because I didn’t want to...

“But I finally went to see my doctor anyway. And it was a good thing I did, because it *was* serious. It was my heart.

“I needed a cardiovascular specialist and surgery. That meant the hospital.

“I was worried, sure. But only about *me*. Not about what it took to get me well. All along I knew I was being cared for—and cared *about*—by lots of people, start to finish. Lots of people I never even met.

“And I got well. Thanks, HPN. It may not have been easy, but you sure made it simple.”



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