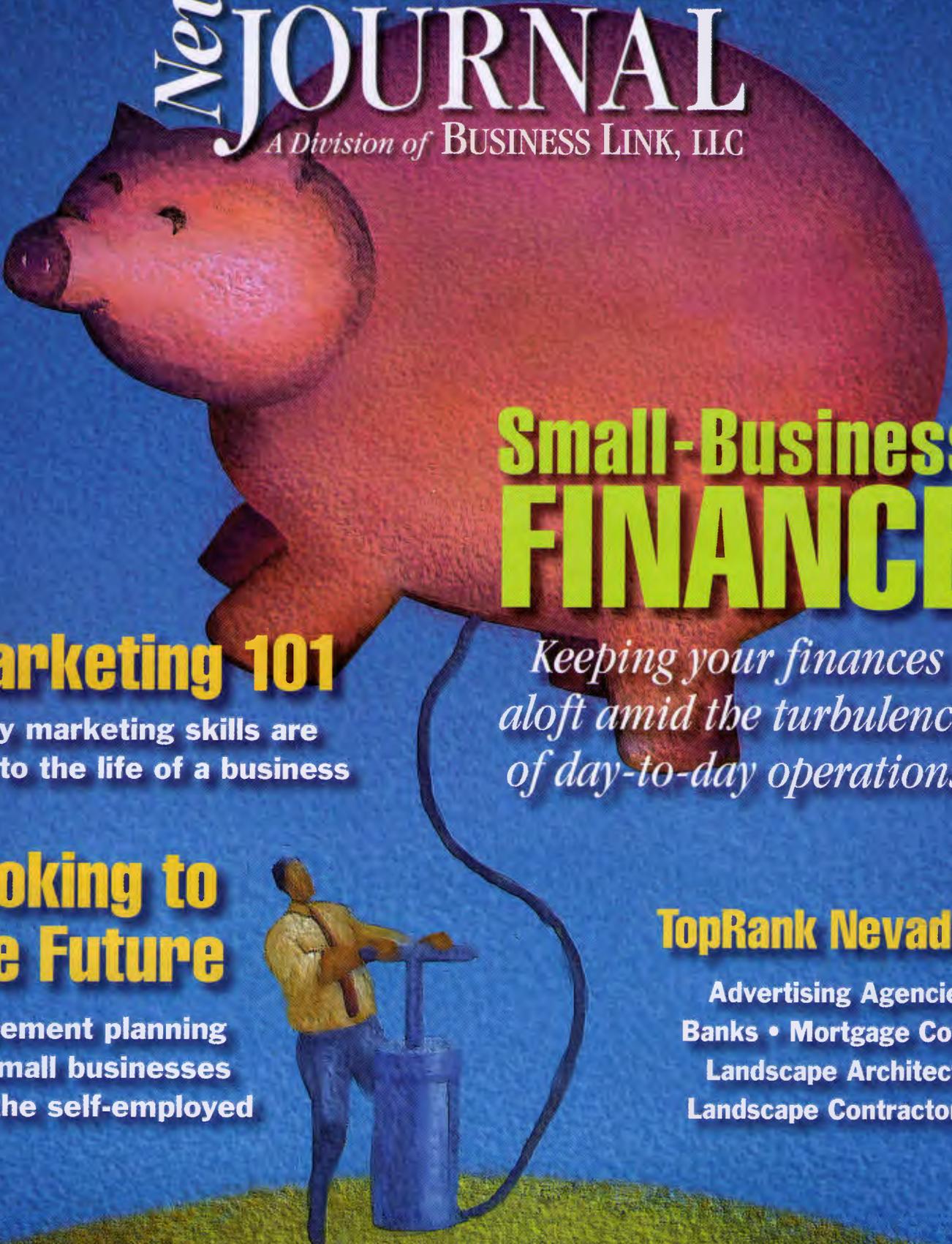


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LYLE E.
BRENNAN

B

Nevada Doesn't Need Another IRS

The teachers union tax initiative would create a state bureaucracy that would share personal information between the state and the IRS.

If there's one thing our state doesn't need, it's a state Internal Revenue Service. And Nevada businesses certainly don't need more paperwork and additional taxes. But, if the teachers union has its way, business operating in Nevada will be burdened with a business tax of 4 percent, an increase in the business licensing fees of 20 percent, and the business activity tax will be raised by 2 percent.

The goal of the initiative proposed by the teachers union, formally known as the Nevada State Education Association (NSEA), is to improve the quality of education. The plan, according to the initiative, is "To require that money from the tax must be spent for programs that enhance student learning, provide quality teaching, promote parental involvement and increase student accountability." What about accountability requirements for teachers? The NSEA's language includes "additional funding to attract, retain and support teachers." Even though teachers will clearly benefit from passage of the initiative, there are no provisions for requiring performance standards and accountability as any private sector employer could reasonably expect of an employee.

At the risk of being labeled "anti-teacher", or even worse "anti-education", what makes teachers more deserving of salary increases than your employees? In fact, why should they be given increased compensation when, by doing so, many Nevadans would become unemployed.

The initiative petition would allow special interests to dictate Nevada's needs and restrict government flexibility. Our elected officials would have their hands tied and be unable to effectively allocate state revenues based on Nevada's changing economic needs.

The initiative would also create a government slush fund for which the tax burden would continue to rise. In essence, the provision creates a consumer tax, because businesses that can't afford the burden would pass along the additional costs to their customers.

"Business 101" teaches that, in order to survive, a company must make a profit. Business students



also learn the ability to prosper is directly influenced by the economic climate in which the company is functioning. In an effort to diversify and expand, Nevada's elected officials and community leaders have successfully fostered a pro-business climate in which entrepreneurs thrive.

However, our ability to maintain our well-known business-friendly environment is threatened by the initiative. Even before the initiative is acted upon, simply by virtue of its existence, smart businesses considering locating here are instead reconsidering.

The initiative has the potential of destroying economic diversification, hampering economic development, eliminating jobs, reducing employee benefits and creating a state IRS. All for the sake of education – regardless of the fact there is no proven relationship between educational quality and the amount spent on its funding.

Real education reform cannot take place if special interest groups, such as the NSEA, are successful in creating bureaucies for their sole benefit. There's no doubt we need to improve our educational system, but the NSEA's initiative petition is not the answer; in fact, it's part of the problem.

The Coalition to Defeat the Business Income Tax represents our best hope for defeating the initiative. For information on how you can get involved, contact the Reno/Sparks Chamber of Commerce (775) 868-3043 or the Las Vegas Chamber of Commerce at (702) 735-2460. 🍀

COMMENTS? e-mail: lb.nbj@usa.net

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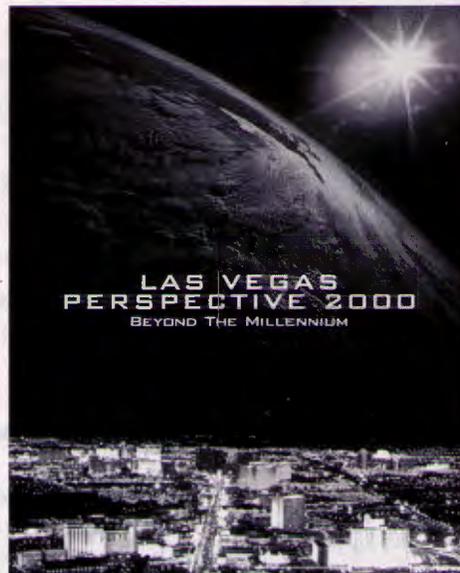
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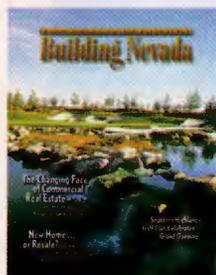


Photo courtesy Southern Highlands Golf Club

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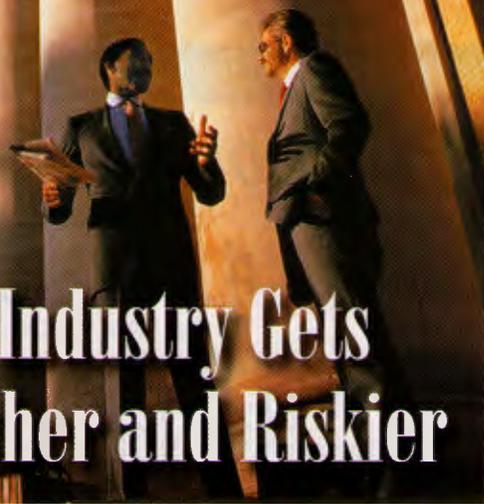


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Banking Industry Gets Richer and Riskier

In an apparent reflection of the overall economy, the banking industry is increasingly characterized by higher earnings and increased risk. New record levels of profitability, along with more volatility and growth, driven both by management choices and external factors such as interest rates, are likely to continue to dominate the banking system until the onset of the next general economic downturn. Other problem areas include business loan defaults, agricultural financing erosion and credit card delinquencies. These conclusions were drawn based on VERIBANC's analysis of the Federal Reserve Board's March release of raw call-report data for the nation's 9,122 banks.

VERIBANC, a bank research and analysis firm, reported that institutions continue to polarize into "have" and "have not" categories. Among the "haves," 43 banks with stable asset bases recorded returns that exceeded 5 percent of their assets. Twenty-one of these enjoyed double-digit, or better, returns on assets. Many of the 10 most profitable banks in the country are specialty institutions that take advantage of off-balance sheet transactions to keep size and capital requirements down.

Background Check Reduces Hiring Risks

A new kit from a national employers association helps employers understand and implement applicant background checks as a key tool in their hiring procedures. Titled, *The Easy-to-Use Background Check Kit for Smart Employers*, the booklet is provided free upon request to Employers of America, the national association that provides human resource assistance to workplace leaders.

The information is designed to help employers overcome the increased hiring risks they face in today's dwindling labor market. According to Jim Collison, president of Employers of America: "A simple, yet sound, background check can help employers avoid hiring a person likely to commit a crime that harms a co-worker or customer. Today, it's



critical that you know you're not hiring an impersonator. Applicant background checks can help you easily avoid hiring the wrong person or an untrustworthy person for the job."

The kit describes the 10 risks employers face when a background check is not performed on applicants, including the risk of a negligent hiring lawsuit. It lays out the key components of background checks at various levels – from conviction history and credit history to a field background investigation.

For a free copy of the kit, employers may contact Employers of America by phone: 800-728-3187, through e-mail: employer@employerhelp.org, or on the Web: employerhelp.org.

Experience Counts

Land your first job after college, suggests a recent survey, may depend more on what you did between classes rather than during them. Nearly half (47 percent) of executives polled rated professional experience as the most important quality in hiring new graduates – more than the type of degree earned (18 percent), or grade-point average (17 percent).

The survey, developed by OfficeTeam and conducted by an independent research firm, includes responses from 150 executives with the nation's 1,000 largest companies. Survey respondents were asked, "Which one of the following do you consider most important when hiring a recent college graduate?"

| | |
|---------------------------------------------------------------------------|-----|
| Experience in the profession, such as internships or temporary work . . . | 47% |
| Type of degree earned | 18% |
| Grade point average and/or academic performance | 17% |
| University attended | 7% |
| Involvement in campus and/or community organizations | 7% |
| Personality, attitude & motivation . . | 2% |
| Don't know / No answer | 2% |



Nevada again leads nation in employment growth

According to the U.S. Bureau of Labor Statistics, Nevada created jobs at a faster pace than any other state in 1999. The Silver State recorded employment growth of 6.4 percent, nearly three times the national average of 2.2 percent. Nevada has led the nation in employment growth every year since 1994, with the exception of 1998 when Arizona edged Nevada out for the top spot. In 1999, Arizona dropped to second place with a 4.1 percent employment increase.

MEGA-DEALS KICK INTO MEGA-HIGH GEAR

Mega-deal activity was the highlight in the first quarter of 2000. Dealmakers reported 69 mega-deal transactions (deals with price tags of \$1 billion or more) worth a whopping \$397.2 billion, surpassing the fourth quarter of 1999, which recorded 41 mega-deals worth \$349.5 billion, and the first quarter of 1999, which recorded 45 mega-deals worth \$141.6 billion.

A number of compelling stories surfaced among the top announcements of the first quarter of 2000. American Online Inc. made history with the biggest acquisition ever when it agreed to buy Time-Warner Inc. for \$166 billion. VeriSign made the largest e-commerce agreement in history with its \$17.8 billion agreement to buy Network Solutions. Ernst & Young, one of the Big Six U.S. accounting and consulting firms, bid farewell to its consulting business in an \$11.2 billion deal with

French firm Cap Gemini. Times Mirror Co. shocked the newspaper world with its sale to the Tribune Co. in a \$5.6 billion agreement. Two Finnish paper companies, UPM-Kymmene Oyj and Stora Enso Oyj, invaded the United States in a bid to become top global players in the paper industry, striking two deals worth a combined \$10.4 billion. Seagate Technology became part of a steadily growing trend in mergers and acquisitions when it agreed to go private in a \$16.7 billion agreement with VERITAS Software Corp. and an investor group led by Silver Lake Partners, Seagate Management and Texas Pacific Group. The deal was the second-largest going-private deal in history. There have been 20 companies taken private so far this year in deals worth \$19.4 billion. Last year, there were 74 public companies taken private in deals worth \$14.8 billion.



Internet Privacy Addressed

The United States Chamber of Commerce, through its National Chamber Foundation, launched a drive to educate policymakers and business leaders on the issues surrounding Internet privacy through a series of conferences, beginning with a retreat this month for House Republicans.

"Clearly, the issue of privacy and security of personal information on and off the Internet is of growing concern to consumers and businesses," said Chamber President and CEO Thomas J. Donohue. "As the Internet becomes more pervasive in our society, elected officials must fully understand the complexities that technology poses for policymakers, who are interested in protecting individuals without hindering businesses' ability to grow."

At the GOP retreat, House Republicans heard from leading high-tech companies on a broad range of consumer privacy issues, including access to one's personal information, the use of e-marketing incentives to obtain consumer data and the options individuals have to control the use of their personal information.

The National Chamber Foundation is working on a similar event for House Democrats as well as a symposium on consumer Internet issues for business leaders. "In the case of Internet privacy, sound public policy also makes good business sense," said Donohue. "Businesses know that consumer confidence rides on a sense of security and trust that their private information is protected. If that trust erodes, consumers with the click of a button may change to another e-tailer or choose not to buy online at all."

Small Businesses Expect Growth in 2000

The nation's continuing strong economy has made business leaders optimistic about the growth of their businesses. In interviews with owners and senior executives for the *Sage Software 2000 Small Business Outlook*, 69 percent expect business to grow this year. Only 4 percent said they anticipate a decrease in business, while the remaining 27 percent expect business to remain

steady in 2000. The average estimated growth rate expected is 21 percent.

While business is good, the ability to attract and retain qualified employees is cited as the greatest barrier to growth by more than 40 percent of those surveyed. And, as an indicator that the IPO frenzy feeding Wall Street has moved to Main Street, 15 percent of small businesses report they are likely to go public in 2000.

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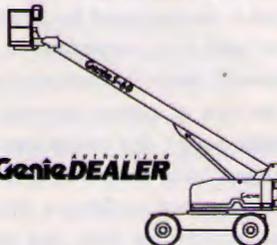


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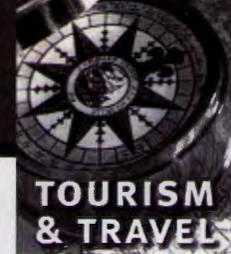
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by Tom Tait

Tourism Threat

Lawsuit in Hawaii casts long ominous shadow on Nevada's primary industry

A lawsuit against the Hawaii Tourism Authority seeks to block the agency from proceeding with a three-year, \$114 million marketing program until it does an assessment of potential environmental impact of more tourists and "alien species."

The outcome of the lawsuit, filed by the Sierra Club in January, ultimately could prohibit tourism promotion in Nevada and at least 38 other states, unless each undertakes lengthy, costly studies of the environmental effects of visitors and "alien species" – non-native plants and animals.

This case has alarmed a coalition of tourism groups because it could set a precedent for halting tourism promotion. But it also raises a provocative underlying issue that Nevada has faced before, most notably, perhaps, at environmentally fragile Lake Tahoe: the struggle between the need for environmental protection and economic health.

Environmental protection is vital to tourism for obvious reasons. Who wants to visit a place that is polluted, eroded and otherwise ruined? That's why Nevada and California have teamed up for the last 33 years to protect Lake Tahoe from losing the legendary clarity of its deep blue water. But we also work to sustain a healthy tourism economy at Lake Tahoe, the "jewel of the Sierra."

We can – and do – enjoy our natural resources without ruining the environment, and we need not force our number-one industry into recession to protect the beauty of the great outdoors. Part of the value of scenic wonders is the delight and appreciation people derive from experiencing them, and to do this requires some degree

of human contact. And why not? Humans are an essential part of the ecosystem.

Nevada does not have the same state environmental law as Hawaii, but many of Nevada's tourist attractions, such as national parks, recreation areas and national forests, are public lands managed by federal agencies subject to the National Environmental Policy Act, which established the use of environmental assessments.

A broad application of prohibitive environmental laws without specific evidence of environmental threats could curtail public access to Lake Mead, Great Basin National Park, Lake Tahoe and all of Nevada's other natural treasures, as well as those of neighboring states that attract Nevada's visitors, such as Death Valley and the Grand Canyon. Weren't these places created so that the public could enjoy them?

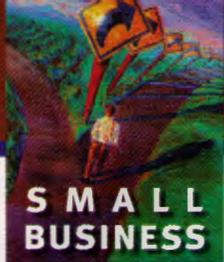
The lawsuit applied Hawaii's broad state environmental protection act, based on suppositions that appear rather extreme. It presented no evidence of environmental damage by visitors.

Moreover, the Hawaii Tourism Authority intends the marketing campaign to restore its tourism, which has suffered greatly from the economic crisis in the Pacific Rim, the major source of Hawaii's international visitors. Hawaii wants to attract visitors who will spend more money and stay longer; they're not expecting hoards of new visitors to arrive and trample the beaches.

If tourists are construed as an environmental problem, any other business or activity could be vulnerable to the same crippling effect.

Nevada Commission on Tourism has encouraged the 11-member Western States Tourism Policy Council to side with the state of Hawaii, and through that effort has seen the Travel Industry Association of America, American Hotel & Motel Association, Air Transport Association of America and the National Tour Association join as co-intervenors as well. 

Tom Tait is executive director of the Nevada Commission on Tourism.



by Tom Dye

SMALL BUSINESS SOLUTIONS

A Part of the Community

Business owner boosts success through community involvement

The Business: A Flamingo Glass & Engraving Co. The operation, which is based in Las Vegas at 2504 Chandler Ave. in the Park 2000 office center near McCarran International Airport, makes a variety of decorative items using stained and etched glass and engravings on a number of surfaces. The firm makes trophies, plaques and other displays for corporate and government clients.

The Players: Owner Karen Scherer, a former college teacher from Buffalo, N.Y., earned a degree in art from the Empire State College. Scherer taught etching and stained glass techniques at the University of Buffalo before moving in the early 1980s to California to be with her husband, Wayne.

The Background: Scherer developed a passion for art using glass as a medium while growing up in Buffalo. After meeting Wayne, who was working in the construction industry near Pismo Beach in central California, she married him and relocated to the West Coast. The opportunities for teaching art were limited, so Scherer decided to open her own shop in 1983, specializing in the artistic glass products she knew how to create. "I needed a job," she said. "I needed something to do."

The Problem: From the beginning, Scherer's shop did well. She describes herself as an outgoing person who is able to prosper by going door-to-door to drum up business and she found there was a strong demand for her decorative products. However, she realized that it would be difficult for the operation to grow and

develop because the surrounding business community was small. Scherer needed a new and dynamic market for her business. The challenge facing her was whether or not she could transform her business from a small shop in a California beach area to one that would succeed in a metropolitan market.

The Solution: Visits to friends in Las Vegas convinced Scherer that Southern Nevada would be a perfect place to relocate. "If you can't make money in Las Vegas, you can't make it anywhere," she said. She studied the market carefully and researched the business community.

She decided that larger businesses and corporations would be receptive to her

"[LAS VEGAS] WAS ON THE CUTTING EDGE OF NEW TECHNOLOGY AND I BELIEVED THAT I COULD OFFER NEW PRODUCTS THAT WOULD BE APPRECIATED."

— Karen Scherer

products. "The city was on the cutting edge of new technology and I believed that I could offer new products that would be appreciated." Scherer relocated the business to a 2,000-square-foot facility in Park 2000 in 1989.

Scherer worked hard to become established. One of her strategies was to network with Nevada Small Business Development Center, an operation affiliated with the University of Nevada, Las Vegas, that provides expertise to new businesses and helps them line up financing. "[Center director] Sharolyn Craft walked me through many of the things I needed to do to become established in the community," Scherer said of the center, which also helped her cut through red tape.

She decided to become heavily involved in community organizations and activities right away, and joined the Las Vegas and Henderson chambers of commerce and the National Association of Women Business Owners. She also took part in the March of Dimes campaign. "I believe in volunteering," she said. "It's the best way to get to know the community and its needs."

Scherer purchased a laser, kiln and other equipment so she could produce state-of-the-art products. She spent six years studying engraving through a course offering by the Awards and Recognition Association. "It puts you on the next level," Scherer said of her expertise in engraving on metal, wood and other surfaces.

Over the past 11 years, Scherer has doubled the size of her Las Vegas operation, and now has a staff of five. Her shop has produced some impressive products, from a "donor wall" at the Las Vegas Chamber of Commerce with

the names of donors engraved on cultured stone to a walnut plaque commissioned by the Southern Nevada Domestic Violence Task Force designed to remember the victims of domestic violence. The shop also made The Mayor's Trophy, which the city of Las Vegas used to honor top qualifiers in Indy Racing League events at the Las Vegas International Speedway.

Las Vegas' pro-business climate is one of the main reasons for the success of her business, Scherer said. Her husband, although not on the payroll, has backed her efforts and helped make the venture a success. "The people in this town really support you," she said. "You need that type of support to succeed." 🌿

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by Tony Goldstein

SMART INVESTING

Picking Stocks

Narrow your focus

When you decide to invest in the stock market, how do you refine the huge list of available equities down to just the most promising candidates? First, you keep in mind something that professional analysts must remember: Investing always requires weighing potential risk against potential reward. Analysts use certain criteria in an effort to focus their stock selection process. In broad terms, they generally weigh three issues: fundamental business factors; the technical position of the stock; and intangible factors that may provide a sense of how reliable a stock may be. You can use these same criteria when fine-tuning your market picks.

Fundamentals. Business fundamentals are the first factor to consider. For example, does the company have a projected earnings growth rate substantially better than the 7 percent typical of U.S. publicly held corporations? Is the company first or second in its industry in terms of market share for its products and services? If not, is it gaining market share against its larger competitors? Is the company the lowest-cost operator in its industry?

Technical Factors. Next come the technical characteristics of the stock. Technical analysts seek clues to a stock's future performance by charting its historical price and volume action. Questions they ask themselves include: Is the stock in a long-running uptrend? Are there signs that it might be building to a peak from which it is likely to fall? Is the firm's industry sector in or out of favor? Has the stock been displaying above-average relative strength compared to the broad market? Finally,

does the stock trade in enough volume to make it relatively easy to buy and sell?

Don't Forget the Intangibles. Determine whether the stock reflects the aura of a winner. For example, does the company have a growth record that can capture the imagination of other investors? Does it seem likely it will attract institutional buyers? Can you live with this stock through the downswings most stocks have from time to time? On a more objective level, is the stock widely followed by Wall Street analysts, or is it watched by only a few firms, possibly making it more vulnerable to an analyst's downgrade? Finally, you need to consider the stock's performance history. What were the causes of any large sell-offs over the past decade? Were they related to company or industry developments or the consequence of general market weakness?

Take Valuation Into Account. Is the stock you're considering just a trading vehicle, or are there enough positive answers to the previous questions to suggest that it may have the potential for an enduring rise? If your answer is the latter, but the stock's price/earnings ratio (P/E) seems too high, there's another factor to consider. The further into the future you can project a stream of growing earnings, the more likely it may be that the stock could trade at a high P/E ratio for an extended period of time and, quite possibly, outperform many issues that appear less expensive.

This information is for general guidelines only. Many stocks won't measure up to these standards, but taking these criteria into account may provide the potential for rewarding investments. Consult a financial advisor for further guidance.

Any particular investment should be analyzed based on its terms and risks as they relate to your specific circumstances and objectives. 

Tony Goldstein is a vice president with Morgan Stanley Dean Witter in Las Vegas.

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BANKING & FINANCE

William L. Flaxa has been named chairman of **Nevada Federal Credit Union**. Flaxa, has served as past chairman of the board of directors and was on the supervisory committee of the credit union. Now retired, he was formerly part of the City of Las Vegas Traffic Engineering Department.

BankWest of Nevada has appointed **Bruce E. Hendricks** as central regional president. In his new position, Hendricks will supervise all aspects of the central regional office's operations and planning.

Peter Bessette, has been named branch manager of **Dain Rauscher's** Reno office. Bessette, who has 18 years of experience in the securities industry, is responsible for overseeing the office's daily operations, sales activities and adherence to compliance standards.

Community Bank of Nevada has appointed **Ken Craig** to the position of marketing associate. Prior to joining the Southern Nevada banking institution, Craig worked at R&R Partners. He holds a bachelor of arts in advertising from Brigham Young University.

EDUCATION

The University of Nevada, Reno (UNR) recently presented its President's Medal to four people who have contributed to the dramatic growth of the university. Medals were presented to real estate executive **T.J. Day**, Reno attorney **Thomas Hall**, retired UNR education professor **Myrna Matranga** and former Clark County schoolteacher **Stella Mason Parson**. University President **Joe Crowley** presented the awards at the university's 110th commencement ceremonies.

Wingfield Springs Community School in Sparks, has hired **Lisa Rogers** as director. She was formerly dean of student affairs and co-director of Brookfield School.

The Board of Regents unanimously approved the appointment of **Dr. Jane Nichols** to serve as the interim chancellor for the **University and Community College System of Nevada (UCCSN)**. Nichols, who previously served as the vice chancellor for academic and student affairs, will begin her new position on July first.

HEALTHCARE & INSURANCE

Catherine Oaks has joined **Employers Insurance Company of Nevada** as creative director. Oaks was formerly a Web site designer and webmaster for a San Diego graphics firm. In her new position, she will head the company's Web site design and development strategies.

Las Ventanas at Summertin, a life care community to be developed in Southern Nevada, named **Don Swilley** director of marketing. Swilley brings more than 20 years' experience counseling seniors on retirement options and lifestyle choices.

Jeri Wicker has been appointed marketing director of **Human Behavior Institute (HBI)**. Wicker has 15 years' management, human resources, marketing/customer service experience. Located in Southern Nevada, HBI helps individuals and families overcome emotional disorders, behavioral difficulties and substance abuse problems.

MEDIA & COMMUNICATIONS

R&R Partners has promoted **Jim Gentleman** to the new position of director of brand development. In his new role, Gentleman is responsible for monitoring brand identity on all accounts of the \$120 million agency, and for managing the agency's new business development efforts. Gentleman joined R&R in 1992, and has managed all aspects of the agency's largest client, the Las Vegas Convention and Visitors Authority.

Angena Ellena has joined the Reno firm **Envision Advertising & Marketing** as junior art director. A graduate of Brigham Young University, she brings three years' experience in freelance photography to her new position.

Quillin & Co. Advertising and Public Relations, located in Southern Nevada, has hired **Patt Howard** as a broadcast media buyer, **Jay Siegel** as accounting manager and **Jeff Hershey** as an assistant account planner. Siegel's new duties will include maintaining payables and receivables, and managing the agency's daily accounting functions. As assistant account planner, Hershey will interact with the creative and account management departments, and assist on research projects and the development of advertising plans and campaigns.

The Rose/Glenn Group has promoted **Stan Byers** from senior art director to associate creative director. In his new position, Byers will oversee the production of print, broadcast and collateral materials, corporate identity strategies and campaigns for the Northern Nevada agency's clients.

Tierra Griffiths has joined **MassMedia** and will head the agency's new Northern Nevada office. Griffiths previously served as the morning and noon anchor for KRNV-TV, the NBC affiliate in Reno. MassMedia provides public relations and advertising services to several Las Vegas businesses. According to company president, Paula Yakabik, the Reno expansion will benefit the agency's current clients, as well as new ones wishing to promote themselves in the Reno market.

REAL ESTATE & DEVELOPMENT

Patricia Fleming has joined **CENTURY 21 Consolidated** as a residential sales agent for Southern Nevada. Prior to joining CENTURY 21, Fleming worked as a sales representative for Prime Cable in Las Vegas.

Harding Lawson Associates (HLA) has appointed **Michael E. Bailey** as the survey manager and **Charles D. Zeler** as a senior environmental scientist at its Carson City

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PEOPLE ON THE MOVE

office. Bailey has over 25 years of surveying experience. Zeier has 25 years' experience conducting cultural resource studies. Headquartered in Denver, Colo., HLA is a fully-integrated engineering, environmental and construction services company.

Real estate professional, **Lucinda Stanley** and **Certified Commercial Realty** have joined **Coldwell Banker Commercial, ETN**. Stanley has over 15 years' real estate experience.

Gary Johnson has joined the Reno office of **Colliers International** as senior vice president of retail properties. Johnson has been a commercial real estate broker for more than 24 years, and has worked in the Reno market since 1986.

The Construction Writers Association named **Tony Illia** as the recipient of the Robert F. Boger Journalism Award for editorial excellence and achievement in construction journalism. Illia received the honor for his editorial on "Smart Growth," which appeared in McGraw-Hill's *Engineering News-Record*. In addition to writing for *Engineering News-Record*, Illia is a regular contributor to *Nevada Business Journal* and *Southwest Contractor*.

John (Jack) W. Gibbons has been promoted to the position of operations manager of **ATI Title of Nevada**. In his new position, Gibbons will be responsible for title and escrow operations at all of the ATI Title branches in Nevada.

Steven E. McCullough and **Steven Guizzo** have joined **Terracon** as project managers in the company's Las Vegas office – McCullough in the construction materials testing and inspection department, and Guizzo in the grading department.

The Howard Hughes Corporation announced the hiring of a new marketing director and the promotion of four employees within the company's marketing and community relations departments in Southern Nevada. **Kristi Overgaard** has been appointed director of marketing, and is responsible for overseeing all marketing endeavors for the corporation. **Kim Haley** has been named advertis-

ing/marketing manager and will oversee the development and implementation of residential and commercial advertising and media campaigns. **Nina Berry** has been appointed division marketing manager, Summerlin, and is responsible for implementing Summerlin marketing activities. **Vicky Petsch** has been named Realtor relations manager, Summerlin, and will oversee the development and implementation of Realtor-related communications and incentive programs. **Vicki Blazier** has been named corporate communications coordinator. Her duties include coordinating employee publications and events, and assisting in public and community relations activities.

TRANSPORTATION

Christopher P. Barton has been appointed chief financial officer for **Yellow-Checker-Star Transportation**, Nevada's largest taxi business. In his new position, Barton is responsible for managing the accounting and financial functions of Nevada Yellow Cab Corp., Nevada Checker Cab Corp. and Nevada Star Cab Corp., the three firms operating under the Yellow-Checker-Star Transportation umbrella.

TRAVEL & TOURISM

Tim Smith, vice president of finance of the **Reno-Sparks Convention and Visitors Authority (RSCVA)** has received an award of financial reporting achievement by the Government Finance Officers Association. Smith was honored for his role in the preparation of RSCVA's award-winning annual financial report.

Tourism professional **Teri Laursen** has been appointed tourism sales coordinator for the **Henderson Convention Center and Visitors Bureau**. In her new position, she will assist with developing programs designed to increase tourism to the city of Henderson.

VSS Enterprises, LLC, owner and operator of the Showboat Hotel & Casino in Las Vegas, has named **James VanWoerkom** as chief financial officer. He has more than eight years of experience as a chief financial officer in the gaming industry. 

Lewis and Roca LLP is pleased to announce that it will begin immediately to practice law in Nevada as Lewis and Roca LLP

On April 11 2000, the Federal District Court issued a preliminary injunction prohibiting the enforcement of Nevada Supreme Court Rule 199 against the firm during the pendency of the current litigation. This injunction, in favor of Lewis and Roca LLP, allows the firm to practice law in Nevada using its own name. Nevada Rule 199 prohibits any law firm from practicing law in Nevada unless the named partners are or were members of the Nevada Bar. Lewis and Roca was established in 1950, and its two, now deceased, founding partners, Orme Lewis and Paul Roca, were not members of the Nevada Bar.

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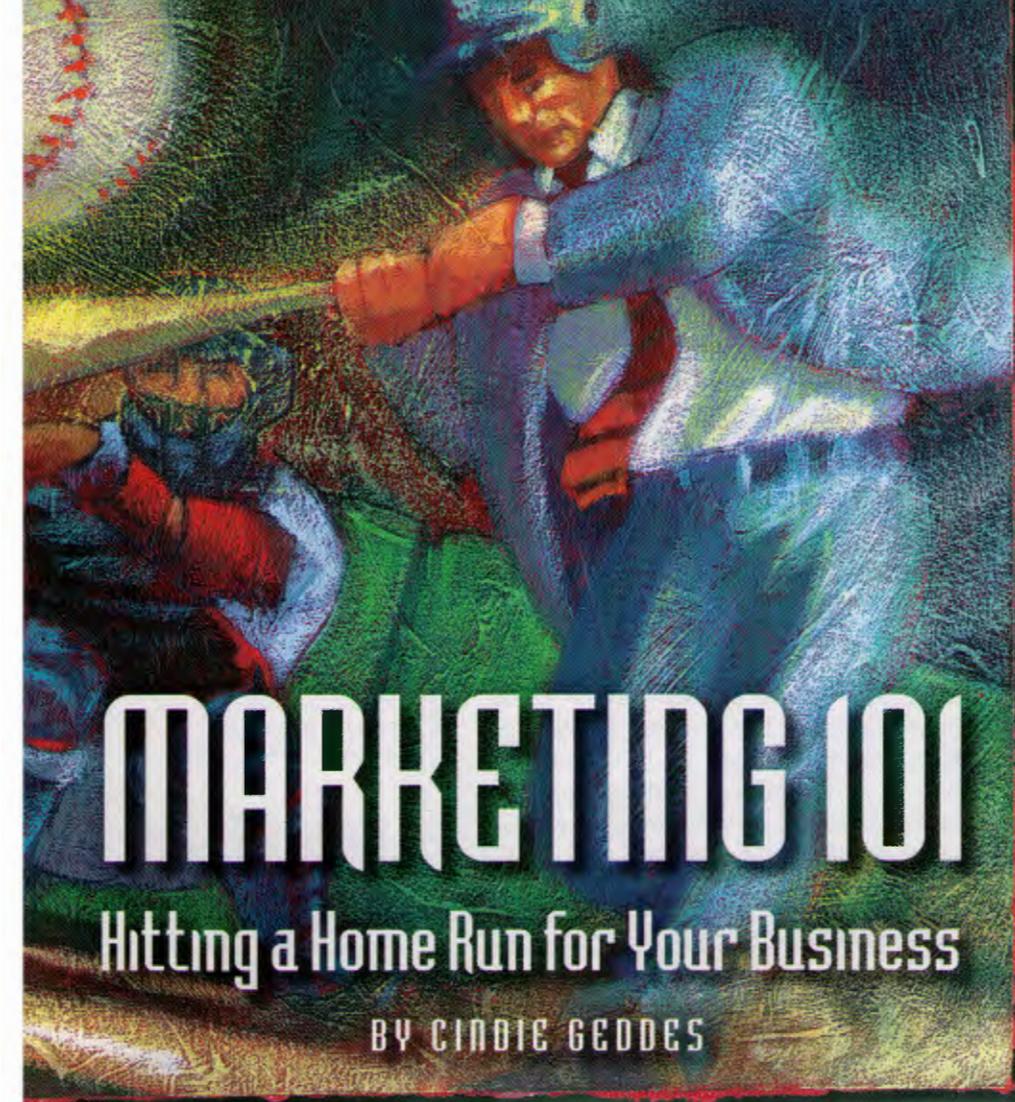
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MARKETING 101

Hitting a Home Run for Your Business

BY CINDIE GEDDES

Business isn't like baseball. Just because you build it doesn't mean they'll come. There's research to do, campaigns to create, experts to hire. The tools of the game are discipline, analysis and information. And it won't ever happen overnight.

John Graham, owner of Graham Communications, a national marketing and consulting firm, says marketing is as vital to the life of a business as a computer system, telephone system, delivery trucks, etc. "It's not optional today," he says. "Marketing is an investment in the future growth of a business." Which means you don't forget about it when business is good and then expect it to save you when business is bad.

MASTER PLAN BILL KOSLOWE, President of Pinnacle Marketing Management and author of *Beauty and the Beastly Market – Taming Uncertainties in Marketing Beauty Products*, outlines a basic master plan for marketing: First you start with a big idea and move into development. Once you think you have the product idea nailed

down, write a positioning or advertising statement to describe the product. Next expose the statement to customers and plan for positioning. If you find you really do have a big idea that has the ability to generate dollars, proceed to the research and development phase to create a prototype. Take the prototype back to the customers and have them test it to make sure it meets the expectations of the positioning statement. Now you develop packaging, which offers your most powerful message because it is the representation of your product most seen by the customer. Next occurs a heavy testing phase of initial advertising and the introduction of the product itself, followed by advertising and promotional strategies. Finally, monitor the initial distribution awareness of your product. From the beginning in your business plan, you will have goals set forth and now you monitor actual performance against those goals. Many businesses take this sort of pulse every three months to see if they are where they should be. If not, it's time to plan what can be done to identify the problem and solve it.

IDENTITY BEFORE YOU HIRE a public relations firm, before you start arguing about the merits of television versus radio, before you even start selling your product, it is important to have a strong idea about your corporate identity. Make sure your idea is a breakthrough concept, one that conjures an image or proposition your target audience can latch onto. Jackie Shelton, a partner at Realife Marketing in Reno, says "Put together a piece that showcases your uniqueness." You should be able to express your idea simply in one or two sentences. If it can't, you have a long-term education process in front of you – you may first have to explain to the consumer what they need, before they can understand why you are offering it.

You need to know what sets you apart from other companies. But be careful here that your ego does not color your opinions. This is a good time to talk to employees and existing customers if you are already that far along. Ask why they patronize your company. If you have not proceeded thus far, ask why customers choose your potential competition. Marketing is more about perception than reality and you need to understand what kind of perceptions exist and what kind you want to create.

AUDIENCE THE KEY TO ANY business, says Koslowe, is to know your customers. Talk to them frequently, and don't be afraid to ask their opinions of ideas you are thinking of developing or services you are thinking of offering. Ask straight out what they think the best way is to express a new idea to them. Although less effective, the opposite approach is surprisingly commonplace: first develop the idea, and then find a way to sell it to the consumer. "That takes time and money," says Koslowe, "and often loses momentum."

Shelton says a prime mistake business owners make is worrying about what they want to say, rather than what the customer wants to hear. "What's in it for me?" is the main question on every consumer's mind. Graham says if you're proud of the fact that you've been in business since 1939, hang a sign on the wall. But don't think that fact is going to move anyone to action. You say your employees are your greatest asset, but who would say otherwise? "You can blow your own horn," Graham says, "as long as you blow it in your own back-

yard. Because that's not marketing." The object of marketing is to take care of the customer the way the customer wants to be taken care of.

Make sure you're not overreaching and paying for an audience you don't need. For example, buying television advertising for a narrow target is probably a waste of time and money. Try a direct mail campaign instead. You can obtain lists that pinpoint your target audience from direct mail houses or professional organizations. If you choose to advertise on the radio, remember that stations are driven by established demographics. Examine each station's demographic profile and purchase your advertising from the stations that broadcast to your target market.

Remember that marketing is building identity. For a marketing task to be effective, says Graham, it needs to emanate from several different angles. So wherever the customer looks, he or she sees your company. In an effective campaign your product or service appears to be everywhere, even when it's not. It's about targeting. Sounds like a bother, doesn't it? And it does cost money. But as Graham says, "If you cut corners, expect a cut in results."

DISTRIBUTION KOSLOWE SAYS the balance of power in the marketplace has switched from the manufacturers to the retail community over the last 15 years. Today, it is important to build bridges with retail establishments to protect your in-store slot — your most valuable retail asset. This comes back to the identity work you accomplished in the beginning. Now you can tell the retailer how your brand is going to increase the long-term competitiveness and profitability of his or her business.

PROMISE THE BEST FORM of advertising remains word of mouth. The quality of your product and your service will keep customers coming back. Advertising can be a mixed bag when it comes to affecting that quality. Say you do a bang-up job with your public relations and suddenly you have more business than you can comfortably handle. Consequently, quality suffers and word of mouth spreads, canceling out all that good PR. Shelton handles PR for a local optometrist with an innovative vision therapy practice. The optometrist generates most of his PR by speaking to groups

and organizations where he can directly address potential clients. It is his enthusiasm and knowledge that sells his service — traits that come across much better in a public speaking forum than they ever could on a commercial.

COMMITMENT CONSISTENCY is the key to advertising. Remember, you are building an image, creating a perception, and that may take time. Shelton warns against changing ads to follow the competition or just because you're sick of them. By the time your campaign hits the ground after all the discussion and design, you are not likely to be a good judge of market saturation. Now, if your customers start complaining, that's a different story, and a sure sign to consider change. Don't be afraid to ask your clientele what they think of your campaign. Shelton suggests putting something with the ad that can gauge its effectiveness such as "mention this ad and get something free."

Don't expect instant results. Graham says there is no magic formula. If you are so set on doubling your sales that you'll keep chasing rainbows, just cut your prices by 50 percent. You'll double your sales, alright, and you'll be out of business. Marketing is not designed for instant response. Marketing is designed to create a brand, a feeling why someone should want to do business with you. The results of good marketing aren't a strong short-term upsurge in sales, but a constant flow of business over time.

GOING OUTSIDE THERE ARE MANY reasons to go outside your firm for marketing help. One is expertise. Just because you have a computer doesn't mean you are a graphic artist. Today's audiences are media savvy and will not stand for poor quality or busy ads. They want helpful information that is quickly absorbed and easy to understand. Consultants (be they marketing firms, advertising agencies or public relations agents) are experts at how to reach audiences. But hire them early. Don't wait until your business is in trouble to go to a professional. "Consultants are experts at maximizing growth," says Koslowe, but it's tough to grow in a crisis.

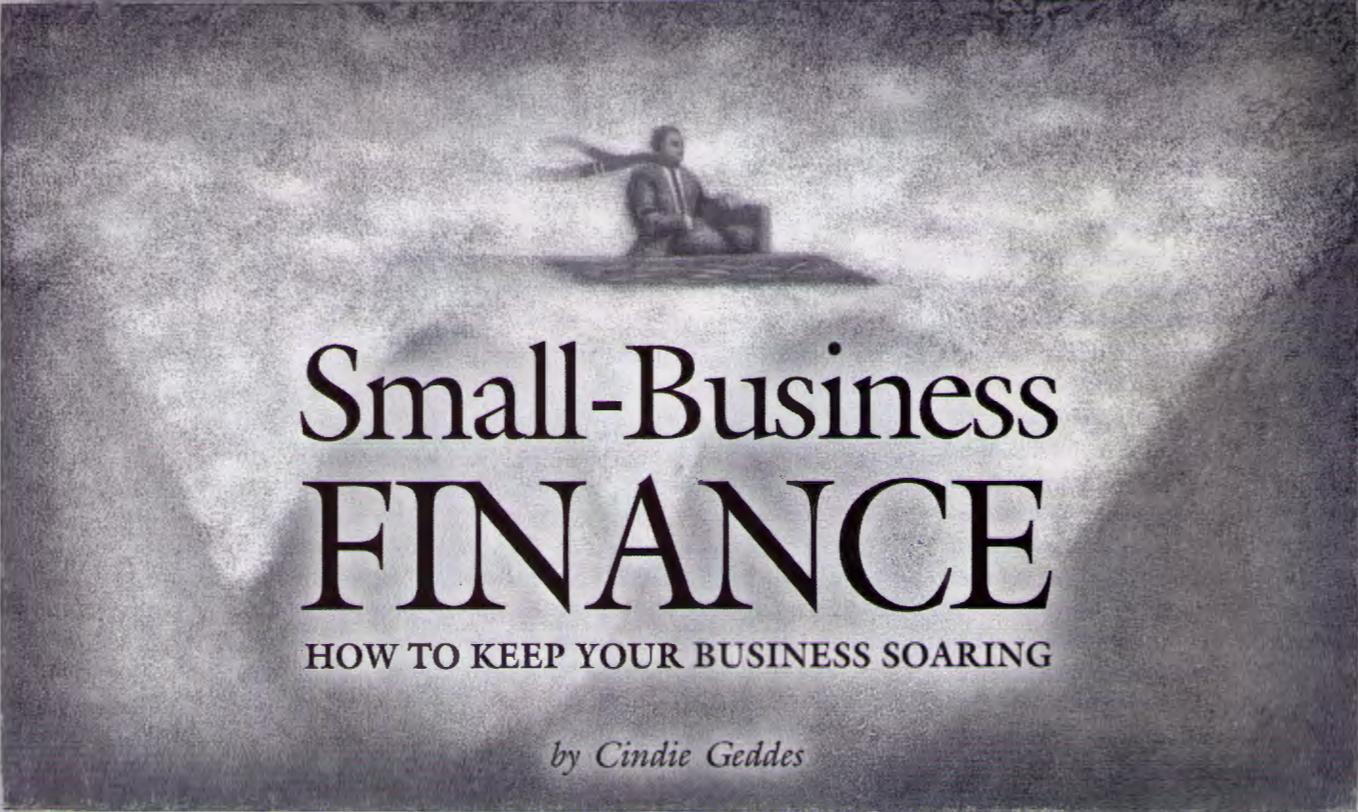
Marketing research companies, such as Carl Bergemann's Sierra Market Research, can ask the questions and do the footwork to find out the true reality of your cus-

tomers' perceptions. "We find out values," he says. In focus groups, he works toward emotional involvement, getting people passionate in order to uncover their real beliefs. "If you can design a product or service around what emotionally moves them," he says, "that product will continue to be successful." But if you are considering hiring a market research firm, warns Bergemann, look for tenure. "A lot of people move in and out of this industry. Make sure this is their long-term commitment." Check for formal training in focus group leaders (Bergemann is certified) and watch out for low, low prices. Poor quality data can lead to decisions made on faulty assumptions.

Consultants can also keep your staff from getting distracted by job assignments outside their areas of expertise. Sure, that guy in accounting does killer memos, but that doesn't mean he should be writing your advertising copy. Keep your employees focused on their jobs, and let the consultant focus on your marketing.

When looking for a consultant, watch out for people who just tell you what they are going to do without asking questions first. "In effect, they've told you they're going to get paid to produce ads, mail, etc.," says Graham. "That's not marketing." A good consultant will start by asking you what you want to accomplish and work with you on how to do that over time. He or she should be investing time up front learning about your business. "People call and ask me to do a brochure and I ask 'why do you want a brochure?'" Graham says, "and they usually don't know or it's just because a competitor has one. Brochures don't make sales. People make sales."

Remember though, no consultant can help your business if you won't heed their advice. You may watch TV, read newspapers, listen to the radio; you may be able to recite commercials verbatim. That doesn't make you a marketing expert. You wouldn't assume you could play major league baseball just because you can list every player in the 1957 World Series, so don't assume your passive absorption of advertising matches the years of training and experience professionals possess. If you're not ready to listen to the professionals, don't hire them. It's that simple. But if you are ready to listen, go ahead and get your box seats. At least you'll be part of the game.



Small-Business FINANCE

HOW TO KEEP YOUR BUSINESS SOARING

by *Cindie Geddes*

Starting your own business can be like jumping off a cliff. Keeping that business going requires you build yourself a good set of wings. Some folks build them on solid ground, calculating and testing before ever approaching the edge. Others jump with faith and build their wings as they fall. Either way, those without wings are in for a pretty hard landing. Finances, money, the economy of an industry are what keep a business afloat on calm desert thermals, rather than crashing to the hardpan below.

Good finances begin long before you hang the sign for your new business, long before you ever attract your first customer. If you're like most business people, you have an area of expertise, a great idea, and a burning desire to share your knowledge or ideas. That expertise may not include business savvy. That passion may blind you to your own limitations. Rounding up a stable of experts to supplement your knowledge is a good idea. Listening to those experts is an even better one. But don't wait until you're having troubles to seek out advisors. Assemble your team before you even begin. "Start off on the right foot," says Patricia Brioady, partner with Strong, McPherson & Company in Reno.

According to Sharolyn Craft, the UNLV/NSBDC Regional Director for the

Nevada Small Business Development Center (NSBDC), a good team of professionals should include people from the fields of law, accounting, banking, insurance and marketing. They will not be employees, however, only advisors, people to go to with the inevitable questions running a business prompts.

When searching for the right advisors, Brioady suggests you start by asking friends and people within the industry you trust for recommendations. If you can't find advisors that way, check the phone book and start making appointments. Interview various candidates and let your gut lead the way. "A personality conflict in the beginning," Brioady warns, "won't get better." Be on the alert for advice that makes you uncomfortable, such as insisting you shouldn't be a sole proprietor, without explaining why.

However, don't rely on everyone else for business knowledge. You must be educated on such subjects as cash flow, taxes, regulations and record keeping. Craft says many businesses get so involved with the technical aspects, they don't take time out to keep up with management skills, and that can lead to disaster.

Another common problem for the growing business is to ignore cash flow. The best way to keep your finances within your con-

trol is to keep them within your sight. Pay attention to your money, where it goes, when, where it comes from, how often. Keeping your own records, or at least writing and signing your own checks, can keep you in touch with the reality of your cash flow. Brioady suggests starting off spending 10 minutes a day on your records. If you let the records build up, you may be faced with hours you can't spare, so do it now and do it regularly. Not only will you stay on top of your financial commitments and concerns, any questions you have will be fresh in your mind and more readily solved. Farther down the road, you may switch to a record system of every few days or even once a week, but you will still need to set that time aside. You may even reach a point where a better use of your time is hiring someone to keep your books, but make sure you are still vigilant – signing checks or balancing records – so you are constantly aware of your finances.

Keeping track of your money yourself also decreases opportunities for theft. Craft says embezzlement is one of the biggest problems she sees in businesses. "You should be doing your own reconciliation of checking accounts," she says, "and notify the bank immediately of any discrepancies. There's a very small window of time in which you can notify." Make

sure all bank statements and receivables come to you; be hands on. Go through everything at least once a month. If you simply don't have that kind of time, make sure duties are separated and no one person has access to all accounts. "Most money is stolen going out of the company," says Craft, "not coming in."

Monitoring your finances also facilitates better knowledge of your profit margin. If you don't keep track, you might not notice when or if that margin changes. Newton Freeman, partner with Freeman & Williams, LLP in Carson City, says, "If you don't change prices to reflect a change in cost, your business will be in trouble." A clear understanding of cash flow is a must. Freeman says a business can easily go belly up in good times because it is growing too fast. Accounts can take a while to collect and you have to pay employees and expenses right now. You may be making sales, but still have no money on hand because of the lag. A common, but illegal, solution to the lag is to use employee trust fund monies to pay the bills. Don't be tempted to use that money rather than deposit it. It is literally stealing from your employees. Rea Melanson, CPA, president of Melanson & Murray in Las Vegas, warns that IRS penalties for missing those deposits can be crippling if they don't flat-out shut you down.

A better solution to dealing with the lag between receivables and payables is to work with vendors and creditors. Leslie Daane, director of taxation for Barnard, Vogler & Co. in Reno, says make sure you are setting up schedules for payments that benefit your business. Don't pay too early or too late, and always see if you can get a discount or some other benefit for paying early. The ideal is to pay early enough to get a discount, but not so early that you are using up other cash needs. Freeman says, "You have to be creative to be competitive," and suggests not only working with suppliers, but also with customers (offer the same incentives for early payment that you are seeking from vendors) and employees (further incentive arrangements).

Times have changed in the professional fields. Freeman says, "Don't assume when someone tells you the price for a service or product, that there is no room for negotiation." Even banks and insurance compa-

nies will negotiate these days. Don't be afraid to ask how to get professional fees reduced. For example, some accountants will charge you less if you bring your information to them in their desired format. Offer progressive billing or progressive payments so that costs aren't coming all at once. Don't be afraid to discuss your payment cycles with vendors so you can align your timing of payments with them. Craft says she tries to psychologically give business owners permission to be creative. "I always say if it's legal and ethical you'd better try it," she notes. It is time to stop looking at how things have been done in the past and find new solutions to the challenges of business today.

Daane says the most common mistake she sees businesses make with their finances is thinking that cash equates to income. "They find they end up with taxes due at the end of the year," she says, "and realize they don't have the cash to pay." It helps to always look ahead.

Don't forget about the future. Take time to make projections for several years down the road. Figure out where you want to be and what you're going to need to get there. Freeman suggests inclusion of critical dates for capital acquisitions, sales trends, and cash flow in your analyses. If you know you are going to be in a cash flow need, make arrangements with a bank so you won't be caught in a short-term cycle. Get that line of credit, but don't use it for anything other than the need for which you set it up. You may even have to slow down your business if you can't afford to incur the costs of inventory and the like.

Outgrowing internally generated cash flow can be a big problem for small businesses. In order to access loans or other needs in time to keep your business running, you must anticipate. There is little room for reacting to the crises of the day, rather than being proactive and planning ahead. "Many owners' goal is to be out of debt," says Craft, "instead, they should consider how to manage or leverage debt for the best interests of the firm." This might mean taking out loans or leasing rather than buying equipment or facilities.

Capital expenditures and asset purchases need to be thought out carefully, in terms of cost, long-term needs, even tim-

ing. Freeman says the foundation for a thriving business lies in astutely recognizing cash flow needs as the company grows and avoiding excessive debt. "Look for ways to conserve cash flow," he says, "and fuel that engine." He gives the example of a business trying to expand that purchases a building. This impacts the ability to obtain other credit. It may be better to rent or enter into a lease in order to leave the balance sheet clean for a line of credit.

Be vigilant about the timing of purchases. You don't want to accumulate assets in the last quarter of the year - you will lose out on depreciation. And don't be tempted to buy things like boats or planes that aren't a real advantage to the company. These sorts of purchases clutter up the corporation, and company owners end up having to backtrack and get rid of them when selling the company or going public. Stay away from purchases that don't profit the company because they can affect your ability to negotiate a sale.

Artificial growth leads to huge infrastructure. You may be growing just because you're the low price on the market. That won't last. Next year someone else will be lower and you could end up with buildings, equipment or staff you can no longer support. Beware of long-term commitments during short-term growth spurts, warns Freeman. Growth for the sake of growth isn't healthy. Sometimes slower is better.

While you're putting all this work into your business, don't forget about the impact of politics. Warren Hardy, state director of the National Federation of Independent Businesses, says the organization has set its mission to watch your back for you. The organization lobbies at state and national levels, answers questions and produces newsletters and fact sheets to make sure the interests of small businesses are served and to notify business owners of potential or real impacts.

So start by getting the knowledge you need up front, be it through your own expertise or that of others. Then keep careful records and pay attention to the day-to-day cash flow of your operation. Be creative. Plan for the future and don't get suckered in by short-term success. These simple keys are the framework for your wings. How high you soar is entirely up to you. 

LOOKING AHEAD

to the Future

Retirement planning
for small businesses
& the self-employed

by JENNIFER RACHEL BAUMER



“The retirement plans our parents used are a thing of the past,” says Rick Laspaluto, a registered representative with Tri-Star Management, Inc., in Las Vegas.

“One third of your retirement needs will come from Social Security,” adds Phillip Leathers, an investment representative for Edward Jones Investments. “One third from Social Security. Do you figure it will still be there? Good question. And where do you get the other two-thirds? From quality retirement planning hard at work.”

But in today’s working world, employers are hesitant about starting retirement plans. The cost of managing many of the plans is prohibitive. But without a quality plan, keeping good employees – or getting them in the first place – is difficult. With such a tight labor market, employees have the option and opportunity to seek employment with the employer who offers the best benefits package.

A lot of small businesses, companies with 10 or 20 employees, don’t have retirement plans, says Laspaluto. In this instance, there are two variations to consider when choosing the plan’s framework – a corporate plan or an individual plan.

“One neat benefit to being a small business owner is individuality,” says Leathers,

“which can also be the downfall.” Very often for the self-employed or small business owner, the idea of talking to the competition, of approaching the competition for any reason, is threatening. But he recommends it. “You don’t have to join forces, you don’t have to ask them questions about how they run their business. Ask them about taxes, what they’re doing about their retirement planning, their tax planning, their legal planning. Find someone whose business style you can emulate. It doesn’t mean you’re weak in competition; you’re strong in planning.”

At Edward Jones, a checklist helps individuals choose a retirement plan that will work for them. The checklist assists by determining variables such as planned annual contributions, present age, planned age of retirement, current retirement savings and other factors.

The type of plan a small business owner or self-employed individual is going to choose is dependent upon several objectives, Brooke Del Mastro with Northwestern Mutual/Baird points out. Not only is the retirement age savings goal an important criterion, but the individual may also want to save money on taxes, retire early at age 50, or save money to buy a building. “So when small business owners are sitting down to look at a retirement plan, I

think it’s very important for them to be sitting down with someone who can advise them while keeping in mind their other goals and objectives,” she says.

A variety of options are available. Some plans for individuals include traditional vehicles such as the IRA, but a traditional plan may or may not be tax deductible, says Laspaluto. It depends on the individual’s annual income and whether he or she is covered by a company-sponsored plan. With the Roth IRA, the individual can contribute \$2,000 per year but these contributions are not tax deductible. Thus, the money that goes in is already taxed and any earnings in the account can be withdrawn, tax free, after age 59 ½, or in the event of a first-time home purchase, disability or death.

What’s Available

Until recently, the problem for small business owners and the self-employed who sought to provide a retirement plan was cost. Then in 1998, new tax rules changed things by introducing the SIMPLE 401(k) and the SIMPLE IRA. Employees can now take more control of their savings, and direct pre-tax income into their own tax-deferred qualified retirement plan.

“If you to contribute as an employer, making contributions on [employees’] be-

"Perception paints retirement plans as very costly and quite time consuming. To the contrary, they can be very low cost and not at all time consuming for businesses."

half annually, you can set up a vesting schedule to encourage people to stay a little longer, to attract and encourage good quality folks," says Leathers. "Perception paints retirement plans as very costly and quite time consuming. To the contrary, they can be very low cost and not at all time consuming for businesses." At least for a SIMPLE or SIMPLE 401(k), depending on the number of employees. The smaller the company, the fewer the requirements for record keeping and filing returns. The government really wanted to give employers an incentive to take care of their own retirement by creating the two new plans.

The SIMPLE plan (Savings Incentive Match Plan for Employees) is a form of IRA account most small businesses are eligible for. There's a maximum cap of 100 employees under the plan, and the requirement that employees earn at least \$5,000 in any two prior years and expect to earn a minimum \$5,000 in the current year. The maximum annual employee contribution to the account is \$6,000, while the minimum employer contribution is a 3 percent match.

A few advantages are offered by the SIMPLE plan: for employers, contributions are tax deductible; for employees, pre-tax contributions reduce their taxes; each employee, including the owner, can defer up to \$6,000 annually. Employees earning less

than \$5,000 can be excluded from the plan.

Once a business chooses a SIMPLE plan, no other qualified plan is permitted. But benefits outweigh potential negatives.

"We do a lot of SIMPLE IRA plans," says Pat Corcoran, vice president, American Investment Services. "With most IRAs you're only allowed to put \$2,000 into the fund. This one allows you to put in \$6,000 a year, no matter what, as long as you earn the \$6,000. It then allows another 3 percent of gross income, so if a person is making \$100,000 a year, he or she can put away \$6,000 plus another \$3,000, or \$9,000. And the employer must put 3 percent away for each employee. That doesn't sound like very much, and it really isn't from the employer's standpoint, but it gives the employee a chance to put away money for retirement. It's an ideal plan for a small business," says Corcoran. "The administrative cost is only \$10 a year per employee."

Passed by Congress in January 1997, the SIMPLE plan is relatively new and true to its acronym. "Most people don't have any idea about it," says Corcoran. "And [with the plan] when you do a mutual fund, plan administrators do all the reporting, they fill out all the tax forms, and give you all the forms each year, and it still only costs \$10 a year for each employee."

Traditional plans do things differently. A 401(k) plan can cost upwards of \$6,000 a year administratively. With a Keogh plan, a profit-sharing defined plan, once you get into one of those, you must make a contribution each year, even if you don't make money, says Corcoran. Their administrative costs run around \$1,200 a year for a small business, and you must make a contribution, whereas with the SIMPLE plan you don't have to. "I've been a broker for 20 years and it's the most flexible plan I've ever seen."

Another benefit to the plan is that just like with a 401(k) plan, individuals can get money distributed on death, disability and a divorce decree, with the divorce making the funds community property and splitting them in half. And money can be withdrawn for qualified medical expenses, health insurance payments, higher education expenses and first-time home purchases.

The SEP IRA, Simplified Employee Pension plan, is good for almost any business and requires employees to have worked for the company for three to five years, which goes some distance toward attaining and retaining qualified workers in a small business. Contributions are limited to the lesser of either 15 percent of annual compensation, or \$30,000, and contributions are flexible.

Some advantages of a SEP are contributions are tax deductible, contribution amounts can vary from year to year, and the employer shoulders no responsibility for employees' investment decisions.

The SEP is the simplest form of employer-sponsored retirement plan, says Laspaluto. Contributions may not exceed 15 percent of compensation, it's a tax deductible investment, and the money is tied up until age 59½. Only the employer can make contributions to a SEP, and the plan is also fairly inexpensive to manage, generally carrying a \$10 or \$15 annual fee.

A profit-sharing plan requires employees to have worked for the company for two years, as does a money purchase pension plan. Contribution limits for a profit sharing plan are the same as for a SEP. For the money purchase plan, contributions are limited to the lesser of 25 percent of annual compensation, or \$30,000. Contributions are also tax deductible and amounts can vary from year to year. The employer can exclude part-time employees working less than 1,000 hours in year, and vesting schedules can be used to reduce the cost to the employer, or for the non-employer.

"If you don't have employees what plan is best for the small business owner?" asks Leathers. "Well, for example, I use a plan right now where you can defer up to 25 percent of your gross not to exceed \$30,000. It's called a Paired Plan, a SEP paired up with a money purchase plan."

Other Options

There are basically only three alternatives for small business owners for funds they can tap into without penalty from the IRS before age 59½, explains Del Mastro. There can be real estate sales, or rental property that's paid off that the indi-

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vidual can draw income from, but a lot of small business owners pour everything they've got into a small business, and they don't have real estate. Another alternative would be a taxable portfolio, assets in mutual funds, stocks, CDs, money market accounts that are not inside a tax-qualified plan. But as those assets get bigger, there's a tax due at the end of every year. There are tax ramifications with respect to real estate income and taxable portfolio income.

"One final way," says Del Mastro, "and not too many people are aware of it or believe in it, is using cash values of life insurance because life insurance grows tax deferred." There's not a tax impact like there is with a taxable portfolio, and because of the IRS definition of life insurance, the way to pull money out is via a policy loan which is not considered a taxable distribution. "So life insurance protects either your family or business, whatever you're trying to protect with the life insurance death benefit, and cash value growth inside the policy actually provides a means to have a tax free stream of income in the form of policy loans from the cash value," Del Mastro noted.

In Del Mastro's experience, many small business owners and independents, such as CPAs and commercial real estate agents, are able to defer income into SEPs for the tax break, but are unable to save enough to maintain their lifestyle after retirement. "So what they're doing," Del Maestro says, "is putting money into cash value life insurance, because in certain forms of life insurance, it will outperform a taxable portfolio because it is tax deferred."

"If owned properly, an insurance policy can offer tremendous value to what you're trying to accomplish," says Leathers. "Are you buying it as a retirement plan so it can be tax deferred or as a death benefit? Could be one of each or both. It's an expensive way to plan for retirement, but it offers tax-deferred growth, and as long as the policy remains in force, with premiums paid and not allowed to lapse, you can start to withdraw an income stream from the cash value in that policy. And when you withdraw money as a policy loan, it comes out tax free." 

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Building Nevada Cover and Page 32: Southern Nevada's newest golf club holds grand opening ceremonies. Photo courtesy Southern Highlands Golf Club

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COMMERCIAL SPACE in NEVADA

A look at the trends driving growth in Nevada's commercial real estate market

by Jennifer Rachel Baumer

No doubt about it, Nevada is growing, practically at the speed of light. At both ends of the state, metropolitan areas are attracting new residents and new businesses daily, requiring new locations for emigrating companies. At the same time, existing businesses, caught up in the boom, are expanding, seeking new locations. Business is changing, and the players absorbing commercial space are changing as well.

Retail

Atremendous hub for retail is emerging south of Reno, with most of the major operations seeking to occupy the Kietzke/McCarran arena for their primary foray into the Northern Nevada market. A second hub is opening in the north, at the opposite end of US 395 at McCarran, where Home Depot has settled. And outside of Reno, toward Carson City, development of a new center is underway at Jack's Valley with a Home Depot opening, Target coming in and Costco negotiating for space.

It's not just a question of who and where, however; it's a question of how much. How much space? The biggest users of retail space in the Reno area in terms of square footage start with Macy's in Meadowood Mall, which sprawls over 265,000 square feet. Other major mall-centered tenants include retailers such as JCPenney, with 160,000 square feet, and Sears at 165,000 square feet.

A relatively recent trend for the home-improvement hardware category is characterized by warehouse-style centers with immense floor-space requirements, says Roxanne Stevenson, vice president and co-owner of Grubb & Ellis/Nevada Commer-

cial Group. Over the last couple of years, Eagle Hardware has located two stores in the Reno area, both 200,000 square feet or more. In addition, since Eagle was recently bought out by Lowe's, more locations are being considered for the future. Another major home-improvement retailer, Home Depot, has three Northern Nevada stores, each in excess of 100,000 square feet.

The list of large footprint retail establishments continues, says Stevenson, with Costco and the discount variety stores. Reno currently has two Wal-Marts, both large in terms of square footage, and Wal-Mart is currently looking into the Reno market to locate a Wal-Mart Super Center prototype, a 230,000-square-foot retail facility that includes a full-service grocery center. K-Mart is next on the list, with two stores in the 70,000-square-foot range and a SuperK measuring 172,000 square feet.

In the past two or three years, Reno's retail sector has experienced a great deal of growth with large national chains breaking into the market, including Borders Books, Gart Sports, Bed Bath and Beyond, Burlington Coat Factory, Best Buy and the JCPenney Home Store. As a result, the market is presently seeing more movement in terms of existing businesses ex-

panding, rather than new businesses coming in, according to Stevenson.

As a general rule, according to Stevenson, retailers typically build first in Las Vegas and then move up to Reno. However, for companies with a heavy concentration of stores in the Northern California area, proximity to Reno makes sense in terms of distribution, advertising and management. Consequently, the stores end up building in the north first.

"Another phenomenon that occurred in Northern Nevada is so many stores opened posting such high numbers that it spurred others to follow suit, because certain local grand openings were the strongest recorded for those chains. That kind of information creates excitement among retailers who also want to be here. So it's a combination of those factors along with the geographical benefits," says Stevenson. "Sacramento has all these stores and we're only two hours away."

The stores moving into, or expanding in Reno are largely occupying new retail space. Although Wild Oats took over the old Barnes & Noble location, and Burlington Coat factory leased the vacated Brunner's building, the majority of the demand for retail space has been accommodated

by new construction, says Stevenson, with the highest concentration at North and South McCarran. Activity is now spreading toward Sparks, Carson City, Minden and the road up to South Lake Tahoe.

In Las Vegas, there is no particular hub, says Matt Bear, vice president of the retail division of Colliers International Las Vegas. Retail is expanding everywhere.

"Retail development follows residential-growth, and because of that, retail activity is occurring in Green Valley, Summerlin, along the path of the new Beltway, and following wherever there are significant amounts of growth." And most of this is new space, says Bear. There's almost no vacant big box tenant space, and furthermore, many of the stores coming in, or expanding, have particular demands, such as Home Depot with its garden center and Wal-Mart with a need for specific amounts of parking space.

Traditionally, the variety discount stores

and home-improvement centers such as Target, Wal-Mart, Sam's Club, Costco, Home Depot and Lowe's are characteristic of the suburban retailers that occupy the most space locally. Costco is seeking new sites to augment the two valley locations currently in operation, according to Bear. And, in spite of the Clark County Commission's ill-advised efforts to block it, construction on a new 220,000-square-foot Wal-Mart Super Center will soon be underway.

Next in line for retail space are the grocery stores, says Bear, and in some cases vacant retail centers such as a 38,000-square-foot Rite Aid space are now housing call centers.

As in Reno, Las Vegas is seeing existing companies expanding into new or additional space, a trend Bear says is both good and bad. That companies are expanding means the area's economy is thriving, but one complaint consumers often have of retailers overall is that too many of the same stores exist within a relatively small geographic area. The result is a lack of variety

in retail tenants. Fueling the trend is the question retailers ask themselves: "How far will my customer drive to see me?"

Office Space

From a user standpoint, the average Reno office tenant absorbs less than 4,000 square feet of space, according to Ken Stark of NAI Hale Day Gallagher. The biggest users of office space in Northern Nevada include Sierra Pacific Power, which occupies 200,000 square feet of space, and International Game Technology (IGT), with its 300,000-square-foot facility. Several call centers are locating in Northern Nevada, including Excel - new to the area - with 48,000 square feet, West Tele-services coming in at 36,000 square feet and Intertel with roughly 80,000 square feet in the South Meadows area. New to Reno, Microsoft is using 44,000 square feet, and another new company, TriNet occupies 13,000 square feet. Cygos, a recent-

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ly-established business-to-business firm, is currently at 2,500 square feet but looking to expand into 15,000 square feet.

In terms of types of business, Hale Day Gallagher tracks area banking firms as holding 250,000 square feet of office property, down from 350,000 over the last five years as a result of recent merger and acquisition activity. Law offices in the region occupy approximately 200,000 square feet, while local CPAs use around 160,000 square feet. Insurance companies, as a group, require close to 400,000 square feet, says Stark, and real estate offices use roughly 220,000 square feet. Another group, casino administrative functions, occupy in the neighborhood of 65,000 to 75,000 square feet.

South suburban space continues to be in demand because it's close to new residential construction and executive housing, and, as opposed to the downtown corridor, there's plenty of room for parking – all favorable aspects. Parking is a key factor in determining desirable office space, and

creates a major deterrent against companies seeking office space in downtown Reno, says Stark, especially in the case businesses such as call centers. Currently code requires four parking spaces per 1,000 square feet of office space; call centers, on the other hand, need at least five and preferably seven spaces per 1,000 square feet because their model floor plan features cubicles rather than offices, resulting in more employees per square foot.

For high-tech firms, downtown is a bit more favorable, because downtown Reno is where the fiber is. It's closer to hubs like Nevada Bell and AT&T, and while parking is still a concern, it's less of one for companies that have more computer switches and data room than employees. Typically, high-tech companies don't wait for build-to-suit structures, says Stark. They move fast to take advantage of the business cycle that brought them to the area. That doesn't mean they're not in it for the long haul, but only that they need move more quickly than construction would allow.

At 11 percent vacancy, office space is doing well in Reno. A couple of pockets of high vacancy exist, Stark notes; downtown runs at about 20 percent and South Meadows at 23 percent, but that's because the base is small, with 425,000 square feet total and 101,000 square feet vacant.

"In Las Vegas, the biggest office space users tend to be the call centers," says John Knott, managing director of CB Richard Ellis in Las Vegas, "One exception is a recent deal with Harrah's which will result in the relocation of their corporate offices from Memphis to Las Vegas – a build-to-suit of 120,000 square feet. It's the largest office space lease in Nevada history."

The second largest Southern Nevada office space user is TRW in Summerlin, the aerospace company affiliated with the Yucca Mountain project and the Department of Defense contract. Next in line come Citibank, Household Credit and Ford Motor Credit, all representing facilities

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ranging from 100,000 square feet to 120,000 square feet. And of course, there are the call centers – 30 thus far in Las Vegas, and more on the way in.

The vacancy rate for office space in Las Vegas is around 13 percent, says Knott. In most markets that's not traditionally considered healthy, but in Las Vegas, with its total marketplace of 15 million square feet, there are really only a couple million feet available, and the absorption rate approaches 1.5 million square feet on an annual basis. "If we stopped construction, we'd be out of space in a year, so the market's not so unhealthy," says Knott, noting that a substantial portion of the vacant space is outdated or physically obsolete.

Meanwhile, plans for a new first-class, 100,000-square-foot building have been unveiled for downtown Las Vegas, and another spec building of 150,000 square feet to 160,000 square feet has been built at the Howard Hughes Center. Space users today look for buildings with redundant fiber, meaning if the primary line servicing a facility goes down, service is immediately continued with other trunk lines coming into the building. If the phone cable is cut, other systems kick in immediately. Telephone and network access are so critical for some tenants, they require third generation redundancy to be in place, says Knott. There's also a trend on the way of "telco hotels" – facilities with all the telecommunications attributes possible that are close to the phone company switch. Small companies with tremendous telecommunications needs typically lease a small space in the building to provide just enough room to provide space for high-end telecommunications and computer equipment, not employees.

Industrial

The largest user of industrial space in Southern Nevada is Levi Strauss, with 800,000 square feet in Henderson, says Knott. The company's current state-of-the-art plant is an expansion for a 20-year tenant – the old facility has been put up for sale. The second largest user of industrial space is PET Technologies, a plastic bottle manufacturer, new to Las Vegas. One of its biggest customers is

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Ocean Spray, but with the advent of a trend toward bottling beer in plastic, PET's contracts have just expanded. Third in line is GES Exposition Services, a convention and trade show service company that uses 500,000 square feet in multiple buildings throughout the Las Vegas Valley.

In the north, says Paul Perkins, SIOR, CCIM, Colliers International Reno, the biggest users of industrial space are the JC Penney distribution center in Stead at 1.6 million square feet, the K-Mart distribution center at about 1.7 million square feet, IGT with 1 million square feet and R.R. Donnelley, the printing company, uses approximately 650,000 square feet. Two Internet booksellers have distribution centers in Northern Nevada: Amazon.com occupies 588,000 square feet and the new Barnesandnoble.com distribution center comes online with 600,000 square feet. A number of other e-commerce companies are considering Reno as well, focusing on the area's popularity as a transportation hub to northern California, the Pacific Northwest and the western U.S.

Larger industrial facilities tend to be build-to-suits, explains Perkins, and until recently, there was a conspicuous lack of very large buildings being built on spec; the 400,000-square-foot spec building at Patrick Industrial Park, put up by Dermody Properties, is the only spec building of its size.

Companies are still looking south of Reno, but with space rapidly disappearing, outlying areas such as Fernley, Patrick and Stead are receiving renewed attention. Spanish Springs Business Park, located on Pyramid Lake Highway, is exploding, says Perkins. A 407,000-square-foot building is under construction out there, alone so far, but located on 400 acres of business park. Out at Sage Point Industrial Park on Military Road, Dermody is working on a 165,000-square-foot building.

Many existing businesses are moving to new locations or adding space. "It's gratifying to see companies expanding," says Perkins. "It means they like what they're experiencing here in terms of business environment and employee productivity. Seeing companies continue to expand is every bit as good a sign as new companies coming in, because it means they're prospering."

Lewis and Roca LLP is pleased to announce that

Daurean G. Sloan

has joined the firm's Business Section, as Of Counsel in the Las Vegas Office.

Formerly of the Corporate Securities Division of the State Gaming Control Board, Daurean Sloan brings ten years of solid experience in business, securities, real estate and transactional law. Prior to joining the firm, Ms. Sloan also worked as an associate at Kummer Kaempfer Bonner & Renshaw as well as Vargas & Bartlett. She served as a law clerk to The Honorable Lawrence R. Leavitt, United States Magistrate Judge. Ms. Sloan is currently a member of the State Bar of Nevada.

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by KIM PRYOR

Something Old ...

... Something New

Looking to buy a house? Both new homes and resale homes offer advantages homebuyers must carefully consider.

As broker and salesperson at Realty Executives of Nevada in Las Vegas, Laura Worthington sees it happen all the time. Take the corporate gentleman from Phoenix, for example. The man's company agreed to help him with his job transfer to Las Vegas and his move into a new home – under one condition. Company policy required that the time frame for closing on a home could not exceed one year.

The man moved to Las Vegas, hired a homebuilder and waited. And waited. And waited. Months passed. Finally, it became painfully apparent the company deadline for assistance would pass before the home was finished. Thankfully, with Worthington's help, the builder agreed to let the man out of the contract.

Purchasing a resale, or already existing, home would have solved the executive's problems. But does that mean resale homes are superior to new homes? Not necessarily, say real estate industry watchers. The pros and cons of each – new home versus resale – depend more upon the financial

needs and personal preferences of buyers.

Still, buyers in Nevada are beginning to recognize the value of resales more than ever. Worthington estimates the pendulum is swinging in the opposite direction of the last three years, when seven out of 10 buyers in Las Vegas purchased new homes. Today, half of all homebuyers purchase resales. Worthington attributes this trend partly to the more aggressively priced new homes, partly to the long wait often associated with building a new home and partly to less than positive experiences with builders.

"A lot of our move-up buyers who bought new homes last time are saying, 'Okay, that was a really miserable experience. Next time I'm getting one that's already finished,'" Worthington explained.

The long wait that can accompany a new home purchase turns off many buyers. According to Worthington, many Las Vegas builders are sold out six months to a year in advance. Most builders specify a one- to two-year wait in their contracts, a timeline that can mean temporary housing for many homeowners.

"On the flip side, a builder may have the home done early," said Worthington. "But with the resale you can pinpoint exactly when you're going to move in. With a new home you just can't."

In Northern Nevada, the long waiting time isn't as severe as in Southern Nevada, according to Gary Canepa, president and broker at RE/MAX Realty Professionals in Reno. But it definitely happens. He's seen frustrated homebuyers purchase a resale after the builder failed to meet the promised completion date.

There are potential hassles involved with building a new home. But each option – resale or new – has its advantages and disadvantages. Many new homebuyers look upon the home as worth waiting for – no matter how long it takes until completion. After all, their new abode is exactly that – new. They've chosen their own curtains, paint, floor coverings. It's a place they can truly call their own. They look upon resales as feeding off somebody else's leftovers. Others prefer the faster turn-around time of purchasing a resale along with

the mature landscaping and neighborhood.

But beyond the obvious considerations, numerous factors come into play when deciding between a new or a used home. Although resales typically cost the same per square foot as new homes located in an equivalent neighborhood, the resale is the more economical value. Worthington pointed out that a landscaping job valued at \$4,000 may only add \$700 to the cost of a new home. In a used home, however, such an "upgrade" – the term used by the homebuilder to refer to added-value items not included in the base price of the house – is often built into the original price.

Warranties are another important consideration. Resale purchasers often are concerned about potential unreported damage or wear and tear on used appliances. The structural and pest inspections recommended by real estate agents often eliminate many of those concerns. Warranties pick up where inspections leave off, but one disadvantage of resale warranties, said Worthington, is that they're more limited in scope than a builder's warranty. Resale warranties, she said, are typically limited to mechanical problems such as electrical or plumbing repairs.

"In a resale you have to rely on inspections even more heavily because once the title is transferred, the new owner is responsible," said Worthington. "It's a little bit of a buyer beware."

Even new homes aren't immune to problems. Like Worthington, Gary Canepa recommends inspections for both new and existing homes. He learned this the hard way. Thirty days after Canepa purchased an uninspected new home in the Pacific Northwest, he heard water splashing. A peek under the house revealed the plumber had forgotten to hook up the sewer with the shower line. "All our shower water for a month went under the house," Canepa recalled. "If I'd had a physical inspection done that probably would have been caught prior to me moving into the house."

Another factor involved when choosing between new and resale homes is personal freedom. Many new home communities operate under conditions, covenants and restrictions (CC&Rs), rules that can govern everything from street parking to the color

of houses. Often, exterior remodeling decisions in these communities are subject to an architectural review committee. After learning about her clients' lifestyle, Desiree Leal, co-owner of Century 21 Consolidated in Las Vegas, might steer them away from such communities. When homebuyers indicate they spend nine months a year traveling in their recreational vehicle (RV), Leal realizes these neighborhoods would frown on such a behemoth parked outside a home. A resale could instead become the perfect option.

"It's a double-edged sword," Leal said. "Some people really like the fact that CC&Rs are implemented in a community because that guarantees there won't be a lot of RVs parked in the street. It guarantees a certain aesthetic quality to the neighborhood. The flip side is you are restricted in the use of your property."

According to Leal, the information age has brought with it another set of concerns for homebuyers. Older homes often lack the technological upgrades necessary for some computer or hi-tech equipment. On the other hand, newer homes often are pre-wired from top to bottom.

For others, location might become the deciding factor. For instance, most new homes in Las Vegas are sprawled out in suburban areas while a greater concentration of old homes exists closer to downtown.

"It could be a pro or a con, depending on the viewpoint of the buyer," Leal said. "Someone who's looking for a more centrally-located home is probably going to consider a resale sooner. Some people will forego a new home for that central location for convenience purposes. But the other side of that is some people like to be out of the city. They may have lots of children, and they want them to be away from the center of town."

For parents, the location of a home is often the most important consideration. According to Leal, many new homes are near newer schools, a scenario that some parents prefer.

In new home developments, location also is key. Initially, homes located in phase one of a development are priced lower. Then, when the final phase is under completion and homes are in demand, the value of the

houses in phase one can climb considerably from the original price. Consequently, buying one of the first homes in the development can become a profitable investment.

"Usually the person who buys in the first phase is going to pay less than in the later phases," Leal said. "Often times you have very quick appreciation. That home may have appreciated by 10 percent. So it's in the buyer's best advantage to purchase early in the development, especially if it's a really successful homebuilder. They can, and will, keep upping the prices because the demand is there."

The flip side, said Leal, is the hustle and bustle of construction taking place around homeowners residing in the early phases. The thought of tractors rumbling past their homes every morning has prevented many of Leal's clients from buying within a new home development.

If a community springs up out of the desert, far away from the city's main infrastructure – as often occurs in Las Vegas – builders often impose upon homeowners a special improvement district (SID) tax to cover the expense of hooking up utilities and providing special services. According to Leal, this tax can reach as high as \$20,000. Resale houses, however, are unaffected by this type of tax.

Both resales and new homes present their own set of decorating challenges. New owners of resales must look beyond the previous owners' taste and impart their own unique fingerprint on the decor. In new homes, however, starting from scratch isn't always an advantage, according to Gary Canepa.

"Models are somewhat deceiving in some respect because they're all gingerbreaded up," Canepa said. "You've got to look beyond that and say, 'Okay, I'm going to put my own personal touch into this new home once it's finished. Pick the colors I want. Pick the wallpaper I want.' In my experience, I've often witnessed home buyers who are unable to visualize what it's going to be like when they end up owning the home."

No matter which option a buyer chooses, in the end, it's all about having a vision and working with your final choice to make the house into a home. 

BUILDING NEWS in NEVADA BRIEF

Laurich Opens First Las Vegas Kmart in Decade

The city of Las Vegas' first new Kmart store in 10 years recently opened at Parkway Plaza shopping center at the southeast corner of Buffalo Drive and Washington Avenue in northwest Las Vegas. The 120,000-square-foot Big Kmart, which includes a 12,000-square-foot garden center, is the first Big Kmart ever constructed in Las Vegas. The lease between Laurich and Kmart for the department store extends through 2025 and is valued at \$15 million.

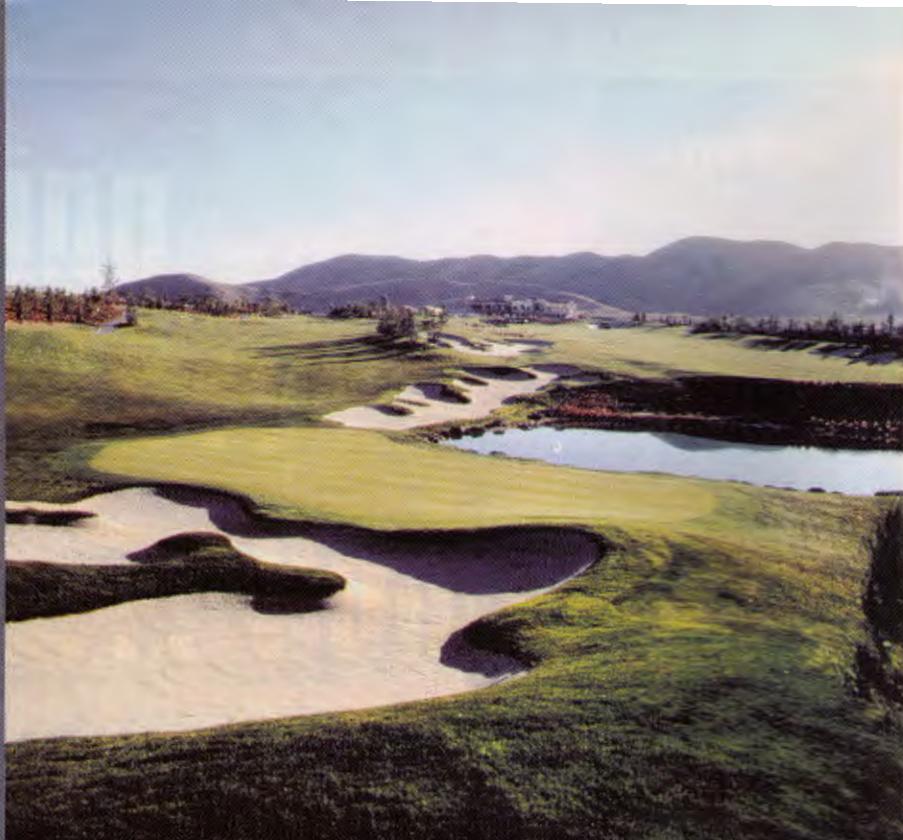
Paragon Asset Management Awarded Contract

Paragon Asset Management Company, a professional investment advisory firm, was recently awarded the contract to serve as money managers for the Clark County Association of School Administrators. The portfolio is valued at \$1.5 million and is split between two accounts: the health insurance fund and the association fund.

Study Supports Monorail Project

The Las Vegas Monorail project received a boost with the release of a study conducted by Wilbur Smith Associates (WSA) that confirms ridership and revenue forecasts as "reasonable," according to Bob Broadbent, chairman of the MGM-Grand-Bally's Monorail LLC. The Monorail LLC is leading a private industry effort to build, operate and maintain a public transportation system in the Las Vegas resort corridor at no cost to taxpayers.

The organization had previously received a report from URS Greiner that forecasts initial ridership at more than 19 million in the start-up year of 2003. Broadbent



SOUTHERN HIGHLANDS GOLF CLUB OPENS

Southern Nevada's newest golf club recently held grand opening ceremonies. Southern Highlands Golf Club, located near I-15 and Lake Mead Drive, features a 7,381-yard, par-72 golf course designed by Robert Trent Jones, Sr. and Robert Trent Jones, Jr. The course marks only the third time the pair has worked together throughout their respective careers. The golf club, featuring a 42,000-square-foot clubhouse, is the centerpiece of a 2,300-acre master-planned community under development in the far southwest corner of the Las Vegas Valley.

welcomed the WSA report as the latest validation of the project. "The completion of the Wilbur Smith review confirms that URS Greiner's ridership study conclusions are based on sound transportation forecasting principals," he said.

Clark County Rewrites Development Code

Clark County is rewriting its development code to reflect current practices, terminology and standards. The adoption of Title 30 is anticipated to take place around June 7, 2000 with an effective date of July 1, 2000. Following adoption, zone changes will be processed for zones which will no longer exist under Title 30, however the changes will not affect an owner's ability to conduct existing uses. The 600-page Unified Development Code is available on the Internet through the county homepage at co.clark.nv.us under the Comprehensive Planning Department/Current Planning.

Paper copies are distributed at the front desk of the Permit Application Center of the Government Center.

Incline Village Real Estate Deal Sets Record

Mariane Pearsall, a Realtor with Tanger Realty recently closed a \$35 million real estate transaction which represented the largest transaction in the history of Incline Village, Lake Tahoe. The property package included four parcels, three of which were lake-front properties. The transaction replaces the previous record of \$27.6 million.

Ground Breaking at Ferrara Neighborhood at D'Andrea

Ground was recently broken for the Ferrara neighborhood at D'Andrea, a golf-oriented master-planned community in

Sparks. Under development by Shamrock Jenamar Communities, Ferrara will showcase duplex homes priced from around \$125,000. The residences have been designed by Tandem Architecture, LLC and will offer 1,050- to 1,300-square-foot duplexes with one- and two-car garages.

Manufacturing Plant Breaks Ground in Northern Nevada

Royal Group Technologies Ltd., a manufacturer of plastics and vinyl, recently broke ground at Dermody Properties' Patrick Business Park in Storey County. The 207-acre industrial site is located just east of Sparks. Royal Group is the second major facility to locate in the park. The new 333,000-square-foot plant, expected to be completed this year, will house up to 160 employees.

Milgard Vinyl Windows Ranked Top in Nation

Milgard Windows, the largest residential window manufacturing company in the western United States, was rated as having the nation's highest quality vinyl windows for the third consecutive year in a recent survey sponsored by Hanley-Wood, Inc., publishers of *Builder Magazine*. The 2000 Builder Brand Use Study, surveyed 6,250 builders across the country on their familiarity with, use of and opinions about brands in 68 different building product categories. The company has 11 locations throughout the western U.S., including one in Las Vegas. 



Milgard vinyl windows were used in the construction of this home.

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BY Kim Pryor

Terry McConnell: Connecting with the community

*Three decades of industry
experience serve new
Valley Bank VP well*

According to Terry McConnell, the new vice president of business development and commercial lending at Henderson's Valley Bank, there are two ways of looking at his extensive background in the banking industry. "You can look at it as 30 years' experience, or my critics might tell you one year's experience 30 times," joked McConnell.

All kidding aside, McConnell's warm personality has worked to his advantage in his banking industry odyssey. An Arizona native, McConnell began his career in Phoenix. During those humble beginnings, he produced check photostats in a bank's operations center. Eventually, he climbed the ladder from credit card authorizations to collections to branch operations.

"This is an opportunity to be responsible for the customers' needs, whatever they might be. It allows me to work from the vantage of a much broader scope."

— TERRY MCCONNELL

McConnell entered the Las Vegas banking environment 22 years ago, when he was hired at Nevada National Bank. The last 12 years have seen him at Nevada State Bank, where initially he carried out branch management responsibilities. He then progressed to commercial lending, culminating in his position as vice presi-

dent and corporate sales manager, where he led a sales effort that aggressively sought out corporate loans and deposits.

McConnell enjoyed his responsibilities at Nevada State Bank, but his position there was highly specialized and he yearned for more diversity and hands-on interaction with clients and prospects. Moving to Valley Bank, a community bank, will better enable him to fulfill these career goals.

"In larger operations, things are compartmentalized and you tend to deal with one issue at a time," McConnell noted. "This is an opportunity to be responsible for the customers' needs, whatever they might be. It allows me to work from the vantage of a much broader scope."

McConnell's responsibilities at Valley Bank include growing loans and deposits and raising the visibility of one of Southern Nevada's newer financial institutions. McConnell plans to network with his many business associates, along with new contacts, to get the word out about the many services Valley Bank offers. As an active member of the Southern Nevada community, McConnell has made plenty of contacts over the years. He served for nine years as a laymember of the Nevada State Bar disciplinary panel and is a familiar face at community events. He's also co-chair of the Las Vegas Chamber of Commerce navigator committee, which welcomes new chamber members.

Valley Bank president and CEO Barry Hulin recognizes the value of McConnell's

high visibility and community connections. "He knows his way around the market and he knows what potential clients need," observed Hulin. "He's a very focused individual. He understands what we want him to do and he's getting out there and doing it, using his vast experience in this market to introduce people to our bank."

Banking institutions with minds of their own

Community Bank's executives encouraged to approach management from entrepreneur's viewpoint

For parents, it is a philosophy that has raised many a talented, independent child: offer the infant everything he or she needs to grow, then step back and watch the little one leave the nest. Guidance is offered along the way, but the child-turned-adult must now make decisions on his own. In this sense, Nevada Community Bancorp Ltd. is the ideal parent. Executives of the holding company behind Desert and Red Rock community banks and the new Black Mountain Community Bank believe in giving their offspring local independence. Each bank has its own president and board of directors. The president and other executives at each institution make credit decisions and have the authority to market and price products independently of the other banks and the holding company.

"They truly are their own banks," said Tom Mangione, executive vice president and COO of Nevada Community Bancorp. "Just changing the name of the head of a bank from manager to president has significant impact on [bank executives] and the way they approach things. They approach it from an entrepreneurial basis."

Nevada Community Bancorp Ltd. is one of three holding companies. Joe Reid, chairman of the board and CEO of all three holding companies, formed the original parent company, Capitol Bancorp Ltd., in 1982. It owns 11 independent banks throughout Michigan, with 1999 fourth quarter assets totaling \$1.3 billion. Reid opened the first Sun Community Bancorp Ltd. financial institution in 1996. It is now the holding company for seven independent banks in Phoenix and Tucson, with

fourth quarter 1999 assets of \$300 million – a growth rate of 120 percent for the year.

Desert and Red Rock community banks in Las Vegas are doing their best to catch up with their older Michigan and Arizona siblings. Desert Community Bank, which opened in August, has approximately \$22 million in assets, \$16 million in deposits and \$14 million in loans. Since opening in November, Red Rock Community Bank has generated roughly \$17 million in assets, \$9 million in deposits and more than \$10 million in loans. This success spawned the creation of Black Mountain Community Bank, which opened in Henderson this spring. The company plans to open two additional banks in Southern Nevada: one as soon as the end of 2000, the other in 2001.

The presidents of each bank and their lending offices all possess strong commercial lending backgrounds. Consequently, Mangione admits it's sometimes a challenge to entice the business-minded staff to focus on private client services. To compensate, Mangione helps each bank recruit employees more equipped to focus on individualized needs.

In addition, the parent company assists each bank with background services such as mailing statements and proof of deposits. In exchange, Nevada Community Bancorp charges each of its banks a management fee to cover expenses.

Although each bank shares a common philosophy, a subtle difference will exist between product offerings in Black Mountain and the other Nevada Community-owned banks. Desert and Red Rock are located in well-established areas, but Black Mountain will be one of the first banks in a rapidly growing sector of the Las Vegas Valley. Mangione anticipates the new bank will offer a promotional package for new area residents.

Even after Nevada Community Bancorp's five initial banks are all open, the family is far from complete. But for now, further expansion is on hold. "We'll hold off before we do any others," explained Mangione, "to make sure that we're achieving optimal growth and recruiting the right people."



BY CINDIE GEDDES

Carson-Tahoe Cancer Resource Center

Library and supportive staff help allay fears

Knowledge is power. People fear what they don't understand, especially when it comes to their own bodies. A patient hears the diagnosis, cancer, and goes numb. Then, when the shock wears off, he or she dives into the often frustrating and exhausting task of researching the disease. What the patient finds could mean peace of mind, a quicker recovery, or lead to an altruistic need to help others in similar straits.

Ann Proffitt, cancer center coordinator for the Carson-Tahoe Cancer Resource Center, funded by Carson-Tahoe Hospital, fought and won her own battle with cancer several years ago. "I'm generally not one to sit back and let something happen to me without finding out why," she says. "I realized one thing I could do for my own survival was to educate myself." And that she did, tracking down information and experts from around the world. Her knowledge led her to facilitating support groups and speaking to various gatherings to disseminate information and teach others how to do the research for themselves. After six years of volunteer work, she started to feel a bit overwhelmed, and began her mission to bring a cancer resource center to the area.

Working at Carson-Tahoe Hospital, she approached the Carson City facility first. The idea was well received, and the hospital foundation offered up space.

The center opened unofficially in mid-January, and officially on February 2. Office hours are 10 a.m. to 6 p.m., Monday through Friday, but the staff is flexible if those times are impossible for an individual. The information at the center, all of which is free, includes a full library of non-clinical books, two computers with Inter-

net access, advice on financial help and cancer screenings for those with limited funds. The center also offers consultation on how and where to obtain second opinions, where to get the right phone numbers for information, even special requests such as how to get discounted airfare when traveling for out-of-town treatments.

The center is currently staffed with one full-time employee (Proffitt) and three volunteers. They assist with surfing the Internet, finding information, suggesting support groups, and as survivors themselves, offer empathy and encouragement.

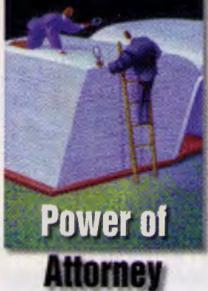
Much of the information can be copied or printed and taken home, while on-site reference materials are available for perusal in the center's homey atmosphere. Call 1-877-CTH-CNCR for more information.

Nevada Center for Ethics and Health Policy

Conferences broach the difficult subject of death

Knowledge is power. Sometimes passing that knowledge on to others can make the difference between living the end of a life on one's own terms and living the end of one's life based on the arbitrary assumptions of people who may not share the same values and wishes. It's not an easy subject, but when it comes time for people to start talking about death, about what makes a good death and how to plan for it, the Nevada Center for Ethics and Health Policy (NCEHP) is making that conversation easier.

The NCEHP was created in January with the help of a grant from the Robert Wood Johnson Foundation. Although it is independent, the center is housed at the University of Nevada, Reno and can be contacted at 775/327-2309. Pam Howle, project director for the center, wants to bring the discussion of death out into the light of informed discussion. To meet this goal, the NCEHP organizes various conferences and seminars across the state. Contact the center for a calendar of upcoming events.



Power of Attorney

BY Mark J. Ricciardi

AND Donna Sternicki

Leave of absence policies must be clear and enforced fairly

A RECENT DECISION by the Nevada Supreme Court, *Dillard Department Stores v. Beckwith*, highlights the importance of a clear policy regarding employee leaves of absence. In particular, after *Beckwith*, employers should carefully consider and enforce rules regarding an employee's treatment upon return to duty after a leave of absence. The *Beckwith* decision comes dangerously close to requiring employers to hold an employee's job open indefinitely while he or she is out on leave due to a worker's compensation injury.

Before considering the *Beckwith* decision itself, employers should be familiar with other relevant law concerning leaves of absence, in particular, the Family and Medical Leave Act of 1993 (FMLA). That legislation requires private employers with 50 or more workers to provide eligible employees with up to 12 weeks of unpaid leave each year to care for a newborn child or newly placed adopted or foster child; to care for a child, spouse or parent with a "serious health condition"; or to deal with the employee's own serious illness. Under certain circumstances, an employer may require the employee to substitute and count as FMLA leave any accrued paid vacation or personal leave, paid sick or medical leave or paid family leave. In addition, leave taken for a serious health condition pursuant to a worker's compensation or disability benefit plan also may be designated by the employer as FMLA leave. In any event, concomitant with the requirement to allow the appropriate leave of absence, the FMLA

generally requires that the employee be given the same or an equivalent job, with equivalent pay, benefits and other terms and conditions of employment upon his or her return to work. The act also forbids any other form of retaliation due to an employee's FMLA leave.

To the extent an employee's leave of absence is not covered by the FMLA, the terms thereof are generally a matter of contract. Thus, the conditions of the leave, and especially the return from leave, are generally dependent upon the terms of any applicable employment policy, even when the leave results from a worker's compensation claim. While courts generally focus on any written employment policies in determining the proper relationship, even carefully drafted employment policies will not prevent a judgment for the employee where the employer engages in conduct that contradicts an otherwise at-will relationship and itself establishes a binding contract.

Absent any such contradictory conduct by the employer, an employee's breach of contract claim usually depends on the wording of the employer's handbook. A handbook that clearly provides for an at-will employment relationship is usually enough to prevent liability for the employer. However, courts may go beyond the general at-will language to determine whether the specific leave provisions nevertheless limit the employer's discretion to terminate. Employers can preserve the at-will relationship by adding discretionary language to their leave-of-absence policy.

Regardless of the contractual relation-

ship between the parties, most states, including Nevada, recognize a cause of action for wrongful, or tortious, discharge. That is, while an employer generally may discharge an at-will employee for any reason, or for no reason at all, the law forbids actions taken in contravention of public policy. The Nevada Supreme Court has upheld claims for tortious discharge only for (1) refusing to violate the law, (2) refusing to work under conditions unreasonably dangerous to an employee, (3) accepting jury duty, (4) filing worker's compensation claims, and (5) engaging in certain "whistle-blowing" activities.

It was against this backdrop that the *Beckwith* decision appeared.* In *Dillard Department Stores v. Beckwith*, the Supreme Court of Nevada upheld a nearly \$3 million jury award on the plaintiff's constructive discharge and intentional infliction of emotional distress claims. The plaintiff, Deloris Beckwith, had been employed by Dillard Department Stores for 25 years and had been an area sales manager for 19 years when she was injured at work. After filing a worker's compensation claim, Beckwith was declared temporarily totally disabled. Knowing that she had not yet been released to work by her physician, Dillard's management asked Beckwith to return to work. When she did not return, Dillard filled her job. Beckwith then returned to light-duty work approximately one month after her injury. Upon her return, Dillard gave Beckwith two choices — demotion to an entry-level sales position with a 40 percent reduction in pay, or resignation. At the time, the court found, there were two other area sales manager positions open for which Beckwith was qualified. However, Dillard's management decided Beckwith was not qualified because she took time "off for workman's [sic] comp." Beckwith initially accepted the demotion because she had no other source of income or medical benefits, but later resigned in response to management's repeated failure to correct the continual humiliation perpetrated by her co-workers as a result of her demotion.

By upholding the jury instruction at issue, the *Beckwith* court seems to require

employers to reinstate employees returning from worker's compensation leave to their former positions, without limit. Such a holding would create a new obligation for employers. After all, nothing in the worker's compensation law guarantees an employee will get his or her former job upon returning to work. While an employer may benefit from restoring an employee into his or her former position, such is not always the case, especially where an employee is on leave for an elongated period of time. In fact, in many cases, reinstatement is simply not feasible.

Therefore, the Beckwith decision should be read to uphold settled principles of tortious discharge and not as some vast modification of the common law of leaves of absence. To the extent the jury instruction upheld in Beckwith adds to existing jurisprudence, that addition must be limited to the facts involved. The Beckwith de-

cision simply does not stand for the proposition that an employer must always reinstate an employee returning from worker's compensation leave. Nevertheless, employers will decrease their exposure to liability by carefully drafting their leave-of-absence policies. Employers are encouraged to consult with their attorney in developing such policies. The following suggestions are intended as broad guidance only.

- Integrate all written leave-of-absence policies with the FMLA.
- In order to make FMLA leave run concurrently with paid leave, including worker's compensation leave, the employer must give prompt notice to the employee.
- To the extent the employment relationship is intended to be at-will, the employer should clearly state that fact in various places throughout its written employment policies.

- Supervisory personnel should be trained in order to prevent the inadvertent creation of enforceable oral contracts.
- If an employer chooses to provide leaves of absence, the employer's written policy should retain discretion in effecting any reinstatement, as in the following example: "The employee shall be reinstated to his or her former job if a vacancy exists. If no such vacancy exists, the employee shall be placed in any job in which there is a vacancy and for which the employee is qualified. Reinstatement is not guaranteed."
- The employer should attempt to apply his or her policies in a consistent manner to avoid claims of retaliation and/or discrimination. 

* No FMLA claims were made by the plaintiff in Beckwith.

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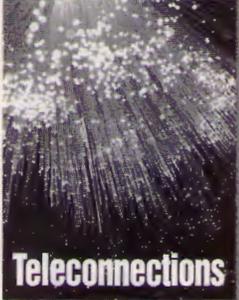
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BY Jennifer Baumer

Coming Together

Partnerships, acquisitions and expansions take place in Nevada's telecommunications industry

Nevada Bell expands services

In Reno, Nevada Bell's DSL service is expanding almost as quickly as the service itself operates. DSL – digital subscriber line – allows users to surf the Internet at speeds up to 200 times faster than a standard dial-up modem, and the always-on feature bypasses dial-up delays and busy signals. DSL also enables a variety of applications, including streaming video and audio, distance learning and interactive online gaming.

More than 12 million homes and businesses throughout SBC's (Nevada Bell's parent company) service area can now receive DSL service. In February alone, the company's subsidiaries launched the service into approximately 50 new markets, including nearly 20 in the Nevada Bell region. The service will reach another 300 markets by year's end, all as a result of the Project Pronto initiative, which entails

bringing high speed Internet service to as many customers as possible. By 2002, DSL service should be available to 80 percent of SBC's customers.

The upshot for SBC is that it's expected to become the country's largest single broadband provider. The company is already the nation's leading DSL provider, with 169,000 DSL lines sold through the end of 1999.

SBC acquires Sterling Commerce

Less close to home, SBC has entered into a definitive agreement to acquire Sterling Commerce, Inc., one of the world's leading providers of e-business integration solutions and a company that, in the United States, serves 487 of the Fortune 500 companies. Sterling Commerce's software and services allow customers to build e-communities, integrate business processes and exchange information within and between enterprises worldwide. Since business-to-business e-commerce is expected to grow from \$200 billion in 2000 to \$2.5 trillion in 2004 (according to International Data Corporation), SBC's acquisition of Sterling Commerce is another step in a series of initiatives to provide customers with end-to-end data and Internet-driven solutions and services.

Sprint PCS, UbiquiTel Holdings, Inc. expand management agreement

The nation's fastest growing wireless provider, Sprint PCS offers the largest all-digital, all-PCS nationwide network, with service to more than 4,000 communities and cities nationwide. In January, Sprint PCS announced a significant expansion of its affiliation management agreement with UbiquiTel Holdings, Inc. The original agreement provided for future coverage of the Reno and Lake Tahoe areas, including coverage along I-80 west into Auburn, Calif. The build-out of the wireless network through the region will benefit customers in existing markets adjacent to expansion areas such as San Francisco, Sacramento and Las Vegas.

During the four-month transition period, UbiquiTel will expand and enlarge the service area and assume management responsibility for existing Sprint PCS Service and Network Operations in Spokane, Wash., and will operate and market its network as a Sprint PCS service, using the same network hardware and Sprint PCS phones.

UbiquiTel is described as a consortium of wireless telecom companies whose focus is on extending Sprint PCS wireless telecommunication services to second- and third-tier markets. Sprint itself is the largest all-digital, all-PCS nationwide wireless network in the country.

Churchill County Telephone, SourceNet engineer DSL network for rural Nevada

In a smaller communications arena, Churchill County Telephone/CC Communications company, while serving a much smaller region than the bigger players, is keeping up in all areas. The only county-owned telephone company in the U.S., the business has served Churchill County since 1889; of the approximately 1,350 independent telephone companies in the country, Churchill County Telephone is ranked 106th based on annual revenues and access lines. Providing service to outlying areas such as Fallon, the company features its own cellular, Internet, paging and long distance services, and offers advanced data services such as ADSL, SDSL, ISDN and T-1. Churchill County Telephone is also working with a Reno-based Internet company, SourceNet, to utilize DSL technology for engineering a network that will simultaneously provide high-speed Internet access, phone service, broadcast and cable programming and video-on-demand service, all over standard telephone lines.

In 1999, the company also completed a state-of-the-art video conferencing center combining broadcast quality video with high-speed digital telephony equipment allowing people in different locations to collaborate face-to-face electronically and share information through data, documents, sound and picture.



How to Select and Work with a Financial Planner

Qualifications, cost, personality, availability are just a few factors one must consider

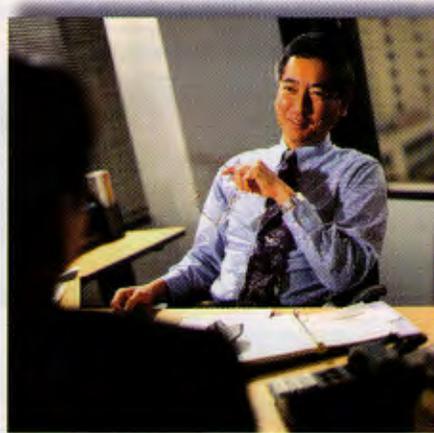
If dinner-time talk is focused on whether you should cash out stock options, reallocate IRA funds, or save for your child's education, it may be time to get some financial planning help. Yet, if you're like many people, finding the right financial planner – and one who fits within your budget – sometimes seems more daunting than the task of doing your own financial planning.

Have a vision

Outline your own short- and long-term financial goals before you meet with any prospective planners. Financial planners can help you make insurance decisions, plan for retirement, distribute your estate, and even decide how to use funds received in a divorce settlement. But before you can have a meaningful discussion with a planner, you need to know where you want to end up. In other words, in what financial position would you like to be in five, 10, or even 20 years from now? What do you see as some of the impediments to achieving this position? Are you anticipating any major lifestyle changes, such as marriage, birth of a child or even a new job, that will impact your personal financial situation? Answer these questions, for yourself before you begin your search.

Assess your financial skills

It's also a good idea to assess your own financial capabilities and characteristics. For example, do you like to manage your



own finances or is that just an annoying chore? How knowledgeable are you about some of the financial products on the market today? Being honest with yourself about your own financial capabilities and knowledge will guide you in determining the level of financial help you need.

Know what you can and can't expect

Don't think that a financial planner will make you a millionaire overnight. Nor can a planner change your financial habits – that's up to you. But a planner can work with you to better manage your cash flow, devise an investment strategy, address your insurance needs, and develop strategies for saving for college and retirement.

Identifying prospective planners

One of the best ways to locate a financial planner is to obtain referrals from

friends, family members, or professionals with whom you work. Get referrals from people like yourself and ask whether they have actually worked with the financial planner they are recommending to you.

It is important that you meet with several people, not just one, to make your decision. Most financial planners will offer you a free consultation. Prepare a list of questions prior to the meeting. For example, you'll want to find out how the planner is compensated, how long he or she has been in business, the typical net worth of their clients, and whether references can be provided. Keep in mind that some planners accept commissions from other service providers. Ask the planner to be forthright about those vendors or providers with whom they have such arrangements.

Personal financial specialists

It's up to you to assess the individual's capabilities and know-how. You can ask about the planner's credentials. CPAs who have earned the Personal Financial Specialist (PFS) accreditation from the American Institute of Certified Public Accountants (AICPA) are particularly well suited to provide financial planning advice. Those who are so accredited or possess a certificate from a financial planning institute have met specific requirements that are designed to ensure that they have the experience and education needed to provide competent financial planning services. Some CPAs and other financial planners are also registered investment advisers, meaning that they have demonstrated knowledge of securities laws and comply with applicable government regulations.

Ultimately, it will come down to trust. Do you feel you can rely on this particular planner? Do you have a good rapport?

A final word of caution: Beware of any financial adviser who suggests you turn over large sums of money which he or she will invest on your behalf. It's wisest to maintain control of your money and thoroughly research any investment vehicle before tying up your hard-earned savings. 🍀

Prepared by the Nevada Society of Certified Public Accountants

This Month's Featured Lists

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Banks

Ranked by Total Nevada Deposits

| RANK | BANK ADDRESS | PHONE WEBSITE / E-MAIL | NEVADA DEPOSITS | 1999 INCOME | 1999 RETURN ON: | | HEADQUARTERS | BRANCHES IN NEVADA | SENIOR NV EXECUTIVE TITLE |
|------|---------------------------------------------------------------------------|-------------------------------------|-----------------|---------------|-----------------|------------|--------------------|--------------------|-----------------------------------------|
| | | | | | ASSETS (%) | EQUITY (%) | | | |
| 1 | Nevada State Bank PO Box 990, Las Vegas 89125-0990 | 702-914-4520 nsbank.com | \$2,268,535,617 | \$194,400,000 | 1.27 | 26.9 | Las Vegas | 59 | William E. Martin President/CEO |
| 2 | U.S. Bank 2300 W. Sahara Av., 2nd Fl., Las Vegas 89102 | 775-688-3563 usbank.com | 1,270,000,000 | 385,100,000 | 1.94 | 21.3 | Minneapolis, MN | 43 | Kenneth G. Ladd President |
| 3 | First Security Bank of Nevada PO Box 19250, Las Vegas 89132 | 702-952-6000 DND | 1,186,562,000 | 12,561,000 | 1.19 | 14.23 | Salt Lake City, UT | 22 | David J. Smith President/CEO |
| 4 | BankWest of Nevada 2700 W. Sahara Ave., Las Vegas 89102 | 702-248-4200 DND | 352,539,703 | 4,379,793 | 1.3 | 19.7 | Las Vegas | 3 | Larry L. Woodrum President/CEO |
| 5 | Colonial Bank 2820 W. Charleston Blvd., Las Vegas 89102 | 702-258-9990 colonialbank.com | 228,000,000 | 119,597,000 | 1.13 | 17.76 | Montgomery, AL | 8 | Richard Martucci NV Region President |
| 6 | First Republic Bank 2510 S. Maryland Pkwy., Las Vegas 89109 | 702-792-2200 firstrepublic.com | 182,231,000 | 22,222,000 | 0.7 | 11.93 | San Francisco, CA | 3 | James J. Baumberger Executive VP |
| 7 | Community Bank of Nevada PO Box 35318, Las Vegas 89133-5318 | 702-878-0700 communitybanknv.com | 166,297,000 | 2,700,000 | 1.67 | 18.2 | Las Vegas | 3 | Edward M. Jamison President/CEO |
| 8 | Silver State Bank 400 N. Green Valley Pkwy., Henderson 89014 | 702-433-8300 silverstatebank.com | 160,000,000 | 1,355,000 | 0.78 | 9 | Henderson | 5 | Tod Little Chairman/CEO |
| 9 | Business Bank of Nevada 6085 W. Twain Ave., Las Vegas 89103 | 702-794-0070 DND | 115,633,724 | 779,844 | 0.61 | 7.73 | Las Vegas | 4 | John Guedry President/CEO |
| 10 | Nevada First Bank 2800 W. Sahara Ave., Las Vegas 89102 | 702-310-4000 DND | 79,076,074 | 1,043,000 | 1.44 | 8.6 | Las Vegas | 1 | Dennis Guldin President/CEO |
| 11 | Nevada Community Bancorp Ltd. 3740 Pecos-McLeod, Las Vegas 89121 | 702-938-0520 DND | 36,670,000 | N/A | N/A | N/A | Las Vegas | N/A | Tom Mangione President |
| 12 | Mesquite State Bank 11 Pioneer Blvd., Mesquite 89027 | 702-346-6600 msb89027@sisna.com | 34,500,000 | 230,315 | 0.86 | 7.8 | Mesquite | 1 | Kenneth L. Sanders CEO |
| 13 | The First National Bank of Ely 595 Aultman St., Ely 89301 | 775-289-4441 fnbely@idsely.com | 26,628,439 | 949,000 | 2.78 | 11.19 | Ely | 1 | John C. Gianoli President |
| 14 | Valley Bank 370 N. Stephanie St., Henderson 89014 | 702-436-1515 vbnv.com | 26,031,326 | DND | DND | DND | Henderson | 1 | Barry L. Hulin President/CEO |
| N/A | Bank of America PO Box 98600, Las Vegas 89103-8600 | 702-654-8428 bankofamerica.com | DND | DND | DND | DND | Charlotte, NC | DND | George W. Smith Nevada Area Exec |
| N/A | Wells Fargo Bank, NV, N.A. 3800 Howard Hughes Pkwy., 3rd Fl., LV 89109 | 702-791-6592 wellsfargo.com | DND | DND | DND | DND | San Francisco, CA | DND | Laura Schulte President/CEO |

DND = Did not disclose

BOOK OF LISTS 05-00 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

Mortgage Companies

Ranked by 1999 Total Lending Volume

1999 LENDING VOLUME

| RANK | MORTGAGE COMPANY ADDRESS WEBSITE / E-MAIL | PHONE | TOTAL (\$) | | LOAN RANGE (\$) | PROCESS TIME (DAYS) | COMMERCIAL | RESIDENTIAL | BANKER | BROKER | LENDER | PRODUCT TYPE | SENIOR NV EXECUTIVE YEAR EST. IN NEVADA |
|------|-------------------------------------------------------------------------------------------------------------|--------------|-----------------|------------------------------|-----------------------------|---------------------|------------|-------------|--------|--------|--------|-----------------------------------------------------------------------------------------------------|--------------------------------------------|
| | | | COMMERCIAL (\$) | RESIDENTIAL (\$) | | | | | | | | | |
| 1 | CrossLand Mortgage Corp. 777 N. Rainbow Blvd., Ste. 180, LV 89107 DND | 702-878-5809 | \$258.1 million | \$258.1 million | DND | DND | • | • | • | • | • | FHLM, FNMA, VA, FHA, RFC | Lloyd Green 1985 |
| 2 | Del Mar Mortgage 2901 El Camino Ave., LV 89102 delmarmtg.com | 702-227-0965 | 220.0 million | 220.0 million | \$500,000 to \$15 million | 14 | • | • | • | • | • | Land Acq./Dev., Comm./Res. Const., Bridge Loans | Michael V. Shustek 1993 |
| 3 | MLSG Home Loans 590 Double Eagle Ct., Reno 89511 mlsg.com | 775-850-1550 | 212.2 million | 212.2 million | \$10,000 to \$3 million | 10 | • | • | • | • | • | FNMA/FHLMC, Jumbo, Sub-Prime, Home Eq., 125% LTV Eq. Loans, 2nd Mtg. Home Eq. | Ed Goormastic 1995 |
| 4 | Aspen Mortgage Services 7560 W. Sahara Ave., Ste. 107, LV 89117 aspenloan.com | 702-341-8445 | 200.0 million | 200.0 million | \$25,000 to \$1 million+ | 7 to 14 | • | • | • | • | • | FHA/VA, Conv., Jumbo, A/D Loans, Const. Loans, Subdivision Fin. | Sean Corrigan 1995 |
| 5 | Washington Mutual 2295 S. Virginia, Ste. 16, Reno 89502 wamu.com | 775-823-2700 | 150.0 million | 150.0 million | up to \$1.5 million | 1 | • | • | • | • | • | Fixed, ARM, Prime/Sub-Prime, Spec./Custom Const. | Steve Thompson 1997 |
| 6 | Bonneville Realty Capital 3773 Howard Hughes Pkwy., Ste. 5505, LV 89109 bonnevillemortgage.com | 702-693-4600 | 144.9 million | 144.9 million | \$1 million to \$50 million | 70 | • | • | • | • | • | Ofc., Retail, Multi-Fam., Industrial | Scott L. Monroe 1985 |
| 7 | City Mortgage 3901 Meadows Ln., LV 89107 citymortgage.com | 702-367-8082 | 100.0 million | 30.0 million 70.0 million | \$100,000+ | 14 to 21 | • | • | • | • | • | 105% Purch., Mtg. Only 80/20, 125% Seconds, Stated Inc., No Doc. Loans | Cathy Scott 1990 |
| 8 | KeyBank Commercial Real Estate 3980 Howard Hughes Pkwy., Ste. 500, LV 89109 key.com/cre | 702-696-1880 | 87.0 million | 87.0 million | \$2 million to \$30 million | DND | • | • | • | • | • | Const./Interim Fin., Equity/Mezzanine Fin., Comm. Term Mortgage Fin. | Steve Stratton 1997 |
| 9 | Keystone Mortgage Partners LLC 3773 Howard Hughes Pkwy., Ste. 590N, LV 89109 keystonemortpartners.com | 702-792-3700 | 83.6 million | 83.6 million | \$1 million to \$30 million | 45 to 60 | • | • | • | • | • | Ofc., Industrial, Shopping Ctrs., Apts., Manuf. Housing Subdivisions, Self-Storage | Keith D. Russell 1996 |
| 10 | Amera Mortgage Corp. 3515 W. Charleston Blvd., LV 89102 ameramortgagecorp.com | 702-320-8700 | 75.0 million | 75.0 million | \$25,000 to \$1.5 million | 2 | • | • | • | • | • | DND | Debra Horns 1996 |
| 11 | Mortgage Source Inc. 3765 E. Sunset Rd., Ste. 3, LV 89120 ezloan@aol.com | 702-547-0500 | 72.0 million | 72.0 million | \$100,000+ | 1 | • | • | • | • | • | All | Melissa DelGaudio 1998 |
| 12 | Nevada Mortgage, Inc. 375 N. Stephanie St., Bldg. 2, Henderson 89014 DND | 702-732-7777 | 68.0 million | 68.0 million | \$10,000 to \$10 million | 10 to 14 | • | • | • | • | • | Conv. 1st, Conv. Jumbo, FHA, VA, Non-Conforming Stated 100% LTV, Eq. Lines of Credit/2nd Mtgs. | William H. Ochs, Jr. 1978 |
| 13 | TDC Mortgage Corp. 1151 S. Buffalo Dr., Ste. 230, LV 89117 tdcym@aol.com | 702-889-9099 | 43.6 million | 17.4 million 26.2 million | \$105,000 to \$1.75 million | 10 | • | • | • | • | • | FHA, VA, Conv., Sub-Prime/Home Improve., Const./Priv. Money-Lending, Super Jumbo/Jumbo | Jeffrey Lee Davis 1997 |
| 14 | Moran Financial Services, LLC 2780 S. Jones Blvd., Ste. 200, LV 89146 jmoran@lvcm.com | 702-894-4195 | 36.0 million | 36.0 million | \$250,000 to \$30 million | 45 to 60 | • | • | • | • | • | Const. Loans, Bridge Loans, Permanent Loans, Tax-Free Exchange Accommodator | John J. Moran 1997 |
| 15 | BankWest of Nevada 2700 W. Sahara Ave., LV 89102 bankwestnevada.com | 702-362-8902 | 33.0 million | 33.0 million | \$40,000 to \$2 million | 7 to 10 | • | • | • | • | • | Jumbo, Conforming, Fixed Rates, ARMs, Govt. Purchases/Refin. | Jack R. Wallis 1994 |
| 15 | Builder's Capital, Inc. 8275 S. Eastern Ave., Ste. 200, LV 89123 sbrockman@lvcm.com | 702-938-1039 | 33.0 million | 33.0 million | \$250,000 to \$15 million | 10 | • | • | • | • | • | Raw Land Loans, Const. Loans, Long-Term Comm. Mtg. | Steve Brockman 1997 |
| 17 | Nevada Citizens Financial 4570 S. Eastern Ave., Ste. C-21, LV 89119 mlopez@lvcm.com | 702-732-1010 | 30.0 million | 30.0 million | \$10,000 to \$3 million | 15 to 20 | • | • | • | • | • | Conv., FHA/VA, Jumbo, Const.-Perm., Subprime/A-D Credit, Hard Money/Priv. Investor | Joe E. Lopez 1982 |
| 18 | Debccon of Nevada, Inc. 3180 W. Sahara Ave., Ste. 13B, LV 89102 debccon.com | 702-252-5727 | 26.8 million | 5.3 million 21.5 million | \$10,000 and up | 15 to 45 | • | • | • | • | • | FHA, VA, Conv., Jumbo, Comm.-All Prop. Types, Eq. Lines/Seconds, Const./Dev. | Wes Smith 1996 |
| 19 | NewSouth Federal Savings Bank 2451 S. Buffalo Dr., Ste. 140, LV 89117 DND | 702-251-8964 | 24.0 million | 24.0 million | \$50,000 to \$1 million | 7 to 30 | • | • | • | • | • | Conv., FHA/VA, Const. To Perm, Bldr. Guidance Lines, Acq./Dev. | Mardell Flowers 1998 |
| 19 | RKS Financial Services, Inc. 6362 McLeod Dr., Ste. 5, LV 89120 rksmortgage.com | 702-736-6446 | 24.0 million | 10.0 million 14.0 million | \$160,000 | 10 | • | • | • | • | • | Com. Const., Govt. Loans (FHA/VA), Conv. (Fannie Mae/Freddie Mac), Non-Conforming, Jumbos, Subprime | Kathleen Smith 1997 |
| 21 | Cedar Woods Financial 685 Railroad, Elko 89801 cedkar@yahoo.com | 775-777-1151 | 22.5 million | 22.5 million | DND | 20 to 30 | • | • | • | • | • | FHA, Conv., VA, Subprime, 2nd Trust Deeds | DND 1996 |
| 22 | AAA Mortgage Corp. 3271 Kaibab St., Pahrump 89048 DND | 775-727-4213 | 22.0 million | 2.0 million 20.0 million | \$40,000 to \$1 million | 10 | • | • | • | • | • | Conv., VA, Subprime, Priv. Investors, Comm. | Jack Della Vedova 1997 |
| 23 | First of America Mortgage Co. 810 S. Durango Dr., Ste. 102, LV 89145 DND | 702-947-4147 | 20.0 million | 20.0 million | less than \$186,000 | 14 | • | • | • | • | • | Const./Perm., Lot Loans, FHA/VA, Conforming/Non-Conf., No Inc.-No Asset | Mary Beth Wubker 1997 |
| 23 | Integrated Financial Associates 2810 W. Charleston Blvd., Ste. 62, LV 89102 ifa@worldnet.att.net | 702-257-0021 | 20.0 million | 20.0 million | \$250,000 to \$2 million | 14 | • | • | • | • | • | Land Acq./Refin., Acq./Dev., Bridge Loans, Selected Const., Note/TD Purchases | Tom Lea 1997 |
| 25 | Granite Mortgage & Loan 600 S. 8th St., LV 89101 DND | 702-894-4455 | 15.0 million | 15.0 million | \$100,000 to \$150,000 | 21 | • | • | • | • | • | DND | Eric R. Alport 1999 |
| 26 | Royal Mortgage Banc 1900 E. Flamingo Rd., Ste. 823, LV 89119 DND | 702-836-3020 | 4.8 million | 4.8 million | \$20,000 to \$750,000 | 1 to 2 | • | • | • | • | • | Purch. Money, Ren., Second Mortgages, Home Improve., Lines of Credit, Conforming Loans | DND 1996 |

CONTINUED

Mortgage Companies (continued)

Ranked by 1999 Total Lending Volume

| RANK | MORTGAGE COMPANY ADDRESS WEBSITE / E-MAIL | PHONE | 1999 LENDING VOLUME TOTAL (\$) | | PROCESS TIME (DAYS) | COMMERCIAL RESIDENTIAL BANKER BROKER LENDER | PRODUCT TYPE | SENIOR NV EXECUTIVE YEAR EST. IN NEVADA | |
|------|-----------------------------------------------------------------------------------------------|--------------|-----------------------------------|------------------|---------------------------------|---------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------|-----------------------------|
| | | | COMMERCIAL (\$) | RESIDENTIAL (\$) | | | | | LOAN RANGE (\$) |
| N/A | American National Mortgage 720 S. Jones Blvd., LV 89107 scheyden@aol.com | 702-880-0988 | DND DND DND | DND | \$25,000 to \$10 million | 1 | • • • | 30-Yr. Conv. Fixed, 15-Yr. Fixed, FHA, VA, Jumbos, %-Yr. Fixed Pay ARM | Scott Heyden 1993 |
| N/A | Bedore & Associates Financial Corp. 4534 W. Hacienda, Ste. A, LV 89118 bedore.com | 702-873-3100 | DND DND DND | DND | \$1 million to \$100 million | 45 | • • • | Commercial | Rory L. Bedore 1997 |
| N/A | Compass Financial Services, Inc. 3867 S. Valley View, Ste. 5, LV 89103 compassmtg.com | 702-220-3050 | DND DND DND | DND | \$60,000 to \$1 million | DND | • • • | FHA/VA, Conv., Non-Conforming Conv. | Cheryl Gilbert-Alri 1995 |
| N/A | Glenwood Financial I Inc. 2725 S. Jones Blvd., Ste. 109, LV 89146 glenwoodfinancial.com | 702-838-9638 | DND DND DND | DND | \$10,000 to \$1 billion | 7 to 14 | • • • | Comm., Res., Const., Mobile/Mfg. /Modular, Hard Money, Priv. Investors, No Cash/Poor Credit | Trina F. Grachowski 1998 |
| N/A | Las Vegas Investment Group 5851 W. Charleston Blvd., LV 89146 lvig.com | 702-435-9999 | DND DND DND | DND | \$1 million to \$25 million | DND | • • • | Retail, Ofc., Industrial, Multi-Fam. | Mark Morino 1995 |
| N/A | MorEquity 1771 E. Flamingo Rd., Ste. 200A, LV 89119 DND | 702-733-3001 | DND DND DND | DND | \$15,000 to \$500,000 | 1 | • • • | Non-Conforming, 1st/2nd Mortgage | Dee Wagner 1994 |
| N/A | Paragon Mortgage Service 275 3rd St., Ste. 202, Elko 89801 lambnut@sierra.net | 775-777-1057 | DND DND DND | DND | \$15,000 to \$200,000+ | 14 | • • • | FHA, Conv., VA, Rural Housing, Subprime | LaNita Barahona 1995 |
| N/A | Red Rock Mortgage 810 S. Durango Dr., Ste. 105, LV 89145 redrockmortgage@pclv.com | 702-320-9595 | DND DND DND | DND | \$50,000 to \$1 million | 20 | • • • | Conv., Govt., Const., No Doc., Jumbo, A-D | Linda Ward 1997 |
| N/A | The Mortgage Depot, Inc. 3960 E. Patrick Ln., LV 89120 themtgdepot.com | 702-836-9660 | DND DND DND | DND | \$50,000 to \$5 million | 30 | • • • | Res., Comm., Lines of Credit, Mixed-Use, 100% Fin., Stated Inc. Loans | Sal Quezada 1997 |
| N/A | U.S. Express Mortgage 3753 Howard Hughes Pkwy., Ste. 200, LV 89109 usexpress@aol.com | 702-735-7777 | DND DND DND | DND | \$20,000 to \$1.5 million | 10 to 14 | • • • | Conv. To 103%, VA, Jumbo, Land, Comm., Trust Deed Purchase | Brock A. Davis 1978 |
| N/A | Wausau Mortgage Corp. 1725 S. Rainbow Blvd., Ste. 19A, LV 89146 wausau@prodigy.net | 702-240-4995 | DND DND DND | DND | \$50,000 to \$2 million+ | 20 | • • • | FHA/VA, Conforming/Non-Con- forming, 2nd-Equity, Debt Con- suit., B-C Paper | Sandi Fletcher 1997 |

DND= Did not disclose

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Landscape Contractors

Ranked by Nevada Employees

| RANK | LANDSCAPE CONTRACTOR ADDRESS WEBSITE / E-MAIL | PHONE | EMPLYS Yr. EST. IN NV | SERVICES | CURRENT PROJECTS | SENIOR NV EXECUTIVE(S) |
|------|----------------------------------------------------------------------------------------------------------|--------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| 1 | Environmental Care 4580 S. Polaris Ave., LV 89103 envcare.com | 702-736-3551 | 250 1985 | Landscape Maint./Const., Water Wise Svcs., Interiorscapes | Del Webb Sun City Anthem | Fehmi Midani |
| 2 | Gothic Landscaping, Inc. 4565 W. Nevso Dr., LV 89103 DND | 702-252-7017 | 245 1982 | Grading, Landscape/Irrig. Const., Park Dev., Landscape Maint., Model Homes, Production Landscape | Seastrand Pk., Del Webb Anthem Country Club, Del Webb Anthem Coventry, Green Valley Ranch, Seven Hills | Brian K. Meehan |
| 3 | Landscape Services Inc. 35 W. Mayflower Ave., NLV 89030 landserv.com | 702-386-5477 | 200 1992 | Landscape Const./Install./Des./Maint., Site Planning/Dev., Project Dev. | DND | Brad Mishlove |
| 4 | Harrison Landscape Co. 1951 Ramrod Ave., Henderson 89014 harrisonlandscape.com | 702-451-9703 | 90 DND | Landscape Const./Maint., Custom Stamp Concrete, Outdoor Fireplaces/BBQs | DND | E. Ludian R. Desjardins D. Harrison |
| 5 | The GroundsKeeper 1427 Gragson, LV 89101 groundskeeper.com | 702-597-0443 | 75 1994 | Landscape Maint./Const. | Wells Fargo, Southwest Gas, Valley Hosp., South Shores HOA, Los Prados HOA, Country Club Hills HOA | Curtis Steinle |
| 6 | Exteriors, Inc. 3125 Ali Baba Ln., Ste. 712, LV 89118 exteriorpools.com | 702-739-7799 | 65 1989 | Landscape Des./Const., Pool Des./Const., Landscape/ Pool Maint. | Numerous Custom Res. In LV | Jeff L. Pearson |
| 6 | Summit Landscape Services 6120 W. Tropicana Av., Ste. A16-19, LV 89103 DND | 702-248-9130 | 65 1995 | Landscape Install./Maint. | River Mtn. Water Treatment Fac., Mtn. Falls Golf Course Irrig. | Doug Koch |
| 8 | Continental Landscape & Sprinkler Co. Inc. 8630 Cameron, LV 89139 DND | 702-896-1340 | 50 DND | DND | DND | Rick Mortensen |
| 8 | High Sierra Trees & Landscaping/Colorock 11240 S. Virginia, Reno 89571 DND | 775-853-8733 | 50 1984 | Landscaping, Nursery Sales, Deco Rock/Bark/Sod Sales, Sprinkler Install., Landscape Des., RR Ties, Retaining Walls, Concrete Curbing | Waterfalls, Ponds, Dry Creek Beds, Tree Planting, Deco Boulders, Powers/Pathways | Gail Willey |
| 10 | MSI Landscaping 3175 W. Ali Baba Ln., Ste. 805, LV 89118 DND | 702-891-8912 | 48 1994 | Landscape Const./Maint. | DND | Steve Palacios |
| 11 | Parkway Landscape Construction 8689 W. Sahara Ave., Ste. 180, LV 89117 parkwaylandscape@msn.com | 702-388-2088 | 45 1993 | Landscape Const./Maint./Lighting, Stamped/Decorative Concrete, Grading | Beazer Homes, Toll Bros., Woodside, Kimball Hill Homes, Horn Co. | Dennis Parker |
| 12 | Nevada Landscape Corp. 5000 W. Oakey Blvd., Ste. A-3, LV 89146 nvlandscapecorp@aol.com | 702-251-5533 | 40 1986 | Commercial/Industrial Landscape | Maryland & Pyle Apts., Traditions at Henderson, Augusta Equestrian Ctr., Pine Meadows II, Whitney Ranch, Red Rock Assisted Living | Edward Finger |
| 13 | Parson Bros. Rockeries 6600 W. Charleston Blvd., Ste. 125, LV 89146 DND | 702-656-6747 | 31 1989 | Rock Retaining Walls, Rip Rap | Lake Las Vegas, Mountain Spa, Sun City Anthem | Kevin Parsons |
| 14 | Rock & Waterscape Systems, Inc. 3888 W. Quail Ave., LV 89118 rockandwaterscape.com | 702-597-3311 | 30 1984 | Water Feat., Rock Work, Arch. Theming, Lakes, Streams | Mandalay Bay Aquarium, MGM Lion Habitat, Showcase Grand Ave. Shops | Mike Jarman |
| 15 | U.S. Landscape, Inc. 9789 Ashton Peak Ct., LV 89117 scotch@ix.netcom.com | 702-254-0444 | 25 1997 | Landscape Maint./Const. | Temple Beth Shalom, Lindsey Res., Morgan Res. | John W. Mortensen |
| 16 | Neville Landscape Services 3228 Meade, LV 89102 DND | 702-259-6404 | 20 1995 | Landscape Maint., Concrete, Curbing, Lighting, Waterfalls, Ponds | Town & Country Manor, Silverado Ranch, Joe's Crab Shack, Walgreens, Foothills, Res. Homes | James Neville |
| 17 | Turf Master, Inc. 5790 S. Rogers St., Ste. B, LV 89119 turfmasterlandscape.com | 702-739-7254 | 18 1991 | Custom Des., Concrete/Masonry, Water Feat., Masonry Restoration, Horticultural Consult., Irrig. Auditing, Lighting, Sprinkler Sys. Repairs, HOA Landscape Maint. | Eldorado First/Second, Anthem Neighborhoods, Desert Trails, Summerlin Neighborhoods, Wellington Est. | Donald Moore |
| 18 | L&L Landscaping 3072 Sheridan, LV 89102 landllandscaping.com | 702-368-1820 | 16 1983 | Landscape Install./Maint., Irrig. Install./Maint., Turf Renovation | DND | Larry Barnos |
| 19 | B&B Landscaping PO Box 36854, LV 89133 DND | 702-646-2214 | 15 1990 | Landscape Des., Install., Maint., Grading, Patios/Slabs | Copperfield Homes & Park, Heritage Highlands, Red Lobster, Desert Inn Med. Complex | Bob Barrera |
| 20 | The Tree Amigos Tree Service 3537 Maverick St., LV 89108 DND | 702-658-7337 | 10 1998 | Tree Trimming/Removal, Stump Grinding, 100-FL. Reach, Palm Tree Spec. | Spanish Trail | Nick Dikova |
| 21 | New Life Landscaping 1230 Sharon Rd., LV 89106 DND | 702-646-3478 | 9 1985 | Landscaping, Lawn Maint. | Health Dist., Water Pollution, LV Housing Auth., St. of NV Parole/Prob., Malibu Pt., Maverick/Hidden Village | Charles R. Jordan |
| 22 | A-Quality Landscape 5001 E. Bonanza Rd., LV 89110 aquality@vegasnet.net | 702-438-7691 | 6 DND | Waterfalls, Landscape Des./Build, Outdoor Env., Pavestone Patios | DND | Michael Monko |
| 22 | Environmental Landscape Designs, Inc. 5430 W. Sahara Ave., Ste. 200, LV 89146 eldincmax@alltel.net | 702-227-8311 | 6 1990 | Landscape Des./Install./Maint./Nutrient | Residential, Kokopelli Dev. | Maxine Wise |
| 24 | Mauri Landscapes, Ltd. 853 Teal Ave., LV 89123 DND | 702-837-5757 | 5 1998 | Landscapes, Decorative Walls, 1-Yr. Warranty | Res./Small Comm. Jobs | Niki Mauri Chris Mauri |
| 25 | Litchfield Landscape 3691 Rick Stratton Dr., LV 89120 brucewl@vegasnet.net | 702-451-3719 | 4 1972 | DND | DND | Bruce Litchfield |
| 25 | Pro-Scape 4933 W. Craig Rd., LV 89130 tv13mall.com/proscape/index.html | 702-631-8585 | 4 1995 | Landscape Des., Irrig., Plants/Planting, Outdoor Lighting, Water Feat., Brick/Flagstone Patios, Retaining Walls, Mist Sys., Dog Runs, Sod | DND | Ralph Hollander |
| 25 | Sienna Landscape 259 W. Atlantic Ave., Henderson 89015 siennaland@aol.com | 702-565-3880 | 4 1995 | Landscape Install., Irrig., Keystone Walls, Flagstone Patios, Water Gardening/Waterfalls/Fish Ponds | P-16 Pipeline, Angel Res., JFDI Exec. Resort | Donna Servin |
| N/A | Bridon Landscaping Co. 1982 N. Rainbow Blvd., LV 89108 DND | 702-658-3455 | DND 1992 | Landscape Des., Install., Patio Covers, Waterfalls/ Ponds, Clean-Up, Wrought Iron Fencing, Lighting | DND | Brian C. Pye |
| N/A | Strictly Custom 3761 Crellin Cir., LV 89120 DND | 702-523-2698 | DND DND | Landscape Des./Install., Sprinkler Install./Repair, Lighting Des./Install., Grading, Concrete, Water Features, Maint. | DND | Andrew Bates |

DND = Did not disclose

BOOK OF LISTS 05-00 Note: The above information was supplied by representatives of the listed companies in response to faced survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.

Advertising Agencies & PR Firms

Ranked by Total Nevada Employees

| RANK | ADVERTISING AGENCY ADDRESS | PHONE WEBSITE / E-MAIL | EMPLOYEES | | AREAS OF SPECIALTY | CLIENTS | SENIOR NV EXEC(S) YEAR EST. IN NEVADA |
|------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------|--|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| | | | '99 U.S. CAPITALIZED BILLINGS | | | | |
| 1 | R&R Partners 8076 W. Sahara Ave., LV 89117 | 702-228-0222 rpartners.com | 150 \$120 mill. | | Advertising, PR, Event Marketing, Govt. Svcs., Research, Broadcast Prod. | LVCVA, NV Power, Sunrise Hosp., Luxor, Excalibur, Circus Circus, NCO, SW Ambulance | Billy Vassiliadis 1974 |
| 2 | DRGM Advertising & Public Relations 1221 Town Center Dr., LV 89144 | 702-256-0065 drgm.com | 70 58 mill. | | Strategic Planning, Branding, Gaming, Tourism, Healthcare, Real Est. | Mandalay Bay, Monte Carlo, IGT, UMC, Reno Hilton, Grand Victoria Chicago | John Glenn 1971 |
| 3 | The Merica Agency 521 S. Seventh St., LV 89101 | 702-947-7777 DND | 45 71.2 mill. | | Gaming, Banking, Real Est., Telecommunications, Entertainment | DND | Joe Merica 1977 |
| 4 | Shonkwiler/Marcoix Advertising 7180 Pollock Dr., Las Vegas | 702-914-1100 smadv.com | 42 18.5 mill. | | Gaming, Master-Pin. Comms., Utilities, Automotive, Internet Firms, Banking | Amer. NV, Stratosphere HC, Silverton HC, Casino Magic, Seven Hills, Showboat HC | Terry Shonkwiler 1988 |
| 5 | Hall Communications 6600 Amelia Earhart Ct., LV 89119 | 702-260-4700 hallcomm.com | 36 51 mill. | | Hospitality, Entertainment, Tourism, Technology, Consumer Prod., E-Commerce | DND | Mick Hall 1991 |
| 6 | Quillin & Co. Advertising & Public Relations 3720 Howard Hughes Pkwy., Ste. 200, LV 89109 | 702-862-4800 quillinco.com | 34 12.5 mill. | | Strategic Planning, Marketing, PR | Venetian, BankWest of NV, Pulte Homes, Valley Automall, LV Art Museum, Ent. Dev. Corp. | Tim Quillin 1991 |
| 7 | Rose/Glenn Group PO Box 20158, Reno 89515 | 775-827-7311 rose-glenn.com | 30 18 mill. | | Advertising, PR, Strategic Planning, Internet Mktg., Media Buying/Planning | RSCVA, Employers Ins., Res. @ Squaw Cr., UNR, NV Mining Assn., Lk. Tahoe/Incl. Vil./Cryst. Bay | Valerie Glenn 1979 |
| 8 | Kruse & Parker Advertising, Marketing & PR 65 Regency Way, Reno 89509 2810 W. Charleston Blvd., Ste. 70, LV 89102 | kruseparker.com 775-686-7439 702-880-8885 | 24 5.2 mill. | | Hospitality/Gaming, Health, Real Est., B2B Mktg., Brand Mgmt., PR/Event Mgmt. | Harrah's/LT, St. Mary's Health, St. Rose Hosp., Hyatt/IV, Dermody, Div. Ind. Rel., Porsche/NA | Stephanie Kruse 1991 |
| 9 | V2 Creative 803 S. Sixth St., LV 89104 | 702-310-6080 v2creative.com | 18 4 mill. | | Dot-coms, Gaming, Retail, Image, Direct Response | Bally's LV, Getfriction.com, LV Hilton, Paris LV, NOS Communications | Rick Carns 1999 |
| 10 | KSR Advertising 3753 Howard Hughes Pkwy., Ste. 310, LV 89109 | 702-734-0444 ksradvertising.com | 15 DND | | Design, Interactive, Advertising, PR, Broadcast Media | SW Gas, Marriott, Hope Foundation, Clark Co. Dept./Co. Planning | Ed Rivera 1996 |
| 10 | Smith & Jones Advertising & Marketing 880 Northwood Blvd., Ste. 2, Incline Village 89451 | 775-831-6262 sjmarketing.com | 15 DND | | Hospitality, Technology, Direct, Web | DND | Kelly Houston 1981 |
| 10 | Thomas Puckett Marketing, Advertising & PR 4680 S. Polaris, Ste. 200, LV 89103 | 702-798-5300 thomas-puckett.com | 15 9.9 mill. | | Brand Dev., Research, Strat. Planning, Graphic Des., Issues/Crisis Mgmt. | Colliers Int'l USA, UNLV, Ethel M Chocolates, Colliers Int'l LV, IGT, AT&T, U.S. Census | Tom Puckett 1990 |
| 13 | The Geary Company 3136 E. Russell Rd., LV 89120 | 702-382-9610 gearycompany.com | 14 5.5 mill. | | DND | Casino Data Sys., Fiesta Casino Hotel, Friendly Ford, Hyatt Regency Resort, Team Ford | Jim McKusick 1981 |
| 14 | Initiative Media 3753 Howard Hughes Pkwy., Ste. 101, LV 89109 | 702-794-0711 DND | 13 DND | | DND | DND | Angela Power 1990 |
| 15 | Faiss Foley Merica PR & Govt. Affairs 515 S. Seventh St., LV 89101 | 702-933-7777 faissfoleymerica.com | 12 1.8 mill. | | Real Est. Dev., Restaurants, Telecomm., Banking, Industrial, Healthcare | H. Hughes, MacDonald Prop., China Grill, Sunrise Col., Alltel, Washn. Mutual, Krispy Kreme, St. Rose | L. Faiss/H. Foley/J. Merica M. Warren/1998 |
| 15 | Swan + Logan Advertising 2880 Meade Ave., Ste. 202, LV 89102 | 702-876-1559 swanlogan.com | 12 4.5 mill. | | Creative Concepts, Collateral Pieces, Automotive, Entertainment, Real Est., Prof. | Findlay Auto., Amer. Med. Resp., Relax Back, Del Mar Mort., T&M Dev., Cent. 21 MoneyWorld | Steve Swan 1991 |
| 17 | AdMart Inc. 5275 S. Arville, LV 89118 | 702-368-2464 DND | 11 5.2 mill. | | Automotive, Retail | LV Athletic Club, NV Dodge, Honda West, Volvo of LV, Falconi's Acura, Bourgal & Harding | Jennifer Laking 1984 |
| 17 | GustinCurtis Advertising 549 Court St., Reno 89501 | 775-333-9393 gustincurtis.com | 11 4.9 mill. | | Gaming, Healthcare, Real Est., Banking | Wells Fargo NV, Washoe Health, Sands Regen., Carson Val. Inn, Adv. Vision/Laser, DaMonte Ran. | Dan Gustin 1998 |
| 17 | Minor Advertising Company 100 Washington St., Ste. 350, Reno 89509 | 775-322-2020 DND | 11 DND | | DND | Scolari's, Jones West Ford, Club Cal Neva Virg., Model Dairy, Carson Nugget, M. Hohl Motor | Debbie Reeve 1986 |
| 17 | Swamp Rhino Advertising 3390 Wynn Rd., Ste. C, LV 89102 | 702-253-1551 swamprhino.com | 11 1.4 mill. | | Travel, High-Tech, Auto, Real Est. | LV Harley-Dav., Cashman Cadillac, Tumberry Pl., J. Laing Homes, Gold's Gym, Budget Rent-A-Car | Peter Poggione 1993 |
| 21 | Hands Ink Advertising/PS Media 2020 S. Jones Blvd., LV 89146 | 702-364-8604 handsink.com | 10 4.9 mill. | | Hospitality, Gaming, Retail, Ent., B2B | Fla. Hilton Laughlin, Opp. Vill., Panasonic, R-Duds, Spintek Gaming Tech., Tech. Consult./NV, Col. Belle | Jim Armstutz 1984 |
| 21 | Letizia Communications & Consulting 4820 Alpine Pl., Ste. D-102, LV 89107 | 702-870-2362 letziacompanies.com | 10 7 mill. | | Political, Real Est., Gaming, Healthcare, PR, TV | E.A. Collins Dev., Cloud Carpet, Image Const., Managd. Care Cons., Spring Mtn. Ranch, KLUC | Tom Letizia 1974 |
| 21 | Media Access Group 335 Cheney St., Reno 89502 | 775-686-2100 mediaaccessgroup.com | 10 6 mill. | | Gaming/Hospitality, Fast Food Restaurants | Wendy's, Chinook Winds Casino, Seven Feathers Hotel/Casino | Debbie Jost 1993 |
| 21 | The Creative Group 4175 Cameron St., Ste. A, LV 89103 | 702-248-6334 tcgcom.com | 10 11.2 mill. | | Creative Marketing Solutions, Corp. ID, Ad Campaigns, Collateral Materials | MacDonald Highlands, NV First Bank, Buzzard Eye Inst., Wal Mart Store, Cashman Eqpt. | Mike Benjamin 1987 |
| 25 | Katz & Associates, Inc. 5450 W. Sahara Ave., Ste. 330, LV 89146 | 702-368-0065 katzandassociates.com | 9 0.9 mill. | | Comm. Rel., Issues Mgmt., Pub. Awareness/Involve., Media Rel., Spec. Events | So. NV Water Auth., City of LV, Clark Co., NDOT, RTC | Sara M. Katz 1992 |
| 25 | The Five Star Group 2310 Paseo Del Prado, Ste. 102-A, LV 89102 | 702-367-6667 DND | 9 DND | | Ret'l Strat., Mkt. Res., PR, Multi-Media Progs., Media Plan/Buy, Events Mktg. | McDonald's-LV, Chapman Dodge/Tucson, Chapman Chrys., Royal West Amuse., Inland Emp. Shows | Emma L. Addis 1984 |
| 27 | American Media Corporation 8375 W. Flamingo Rd., Ste. 100, LV 89147 | 702-251-3100 amclv.com | 6 1.0 mill. | | Print, Radio, TV | DND | Mike Almeida 1994 |
| 27 | Blue Moon Communications 2545 Chandler Ave., Ste. 4, LV 89120 | 702-740-5656 blumhv@ix.netcom.com | 6 2 mill. | | New Home Bldrs., Hotels, High-Tech, Casinos | Centex Homes, Amstar Homes, Beazer Homes, Hyatt Hotels | Ed Rubenstein 1996 |
| 27 | Consultants in Marketing, Inc. 7324 W. Cheyenne Ave., Ste. 2, LV 89129 | 702-944-2464 cimi@wemarketu.com | 6 DND | | Prof. Svcs. Mktg., Legal Mktg., Realtors | Palm Mort., GLVAR, 1st Union Sec., J.L. Burr, Best of America.com, Nat'l Inst. of Est. Planners | Darcy K. Neighbors 1996 |
| 27 | Graphic Edge Studio 3939 S. McCarran Blvd., Reno 89502 | 775-825-7767 gedge.com | 6 DND | | Print, Video, Internet, Outdoor Signage, Trade Show, Corp. ID | Harvey's/LT, Sierra Sch. CU, Lakeridge Tennis Club/Apts., Mercado Software, Concord Disc Mfg. | Peter Sanchez 1992 |
| 27 | Kirvin Communications Group 1785 E. Sahara Ave., Ste. 340, LV 89104 | 702-737-3100 DND | 6 DND | | Travel/Tourism, Ent., Gaming, Rest., Retail | Mirage Res., Tiffany & Co., Sahara HC, Wolfgang Puck Restaurants, Fiesta, Ethel M Choc. | David Kirvin 1999 |
| 27 | MassMedia 6216 S. Sandhill Rd., 2nd Fl., LV 89120 | 702-433-4331 massmedia.lv.com | 6 0.42 mill. | | PR, Media Relations, Spec. Events, Public Affairs, Crisis Comm., Advertising | Colliers Int'l, NAIOP, Southwest Eng., IT Strategies, Del Mar Mortgage, Silver State Bank | Paula Yakubik 1996 |
| 27 | O'Miley Ryan Las Vegas 3355 Spring Mountain Rd., Ste. 260, LV 89102 | 702-222-0182 omileyryan.com | 6 DND | | Design, Advertising, Interactive Media, Web Des., Branding, ID Collateral | Prudential Amer., NAI Commercial, Tiberti, NV Ballet Th., MtnView Hosp., Westwood Studios | Andrew Hershberger 1997 |
| 27 | P.R. Plus 1555 E. Flamingo Rd., Ste. 421, LV 89119 | 702-696-1999 prplus1999@aol.com | 6 DND | | Ent. PR, Restaurant PR, Spec. Events, Mktg. Cons., Concert Promo. | Hard Rock Hotel, C. Holmes, D. Gans, Notre Dame de Paris, McCormick & Schmick's, Star Canyon. Rest. | Laura Herlovich 1991 |

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Advertising Agencies & PR Firms (continued)

Ranked by Nevada Employees

| RANK | ADVERTISING AGENCY ADDRESS | PHONE WEBSITE / E-MAIL | EMPLOYEES '99 U.S. CAPITALIZED BILLINGS | AREAS OF SPECIALTY | CLIENTS | SENIOR NV EXEC(S) YEAR EST. IN NEVADA |
|------|-------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------|
| 27 | Weidinger Public Relations 225 Kingsbury Grade, Ste. C, Stateline 89449 | 775-588-2412 wpr@sierra.net | 6 \$ DND | Travel/Tourism, PR, Real Est., Spec. Events, sports, Media Relations | LTVA, Harvey's HC, CCCVB, Hist. Camp Richardson Res., Embassy Stes./LT, Ski Lake Tahoe | Phil Weidinger 1985 |
| 36 | Davidson & Associates 3940 Mohigan Way, LV 89119 | 702-871-7172 DND | 5 DND | Various | DND | George Davidson 1971 |
| 36 | Envision Advertising & Marketing 777 Sinclair St., Ste. 200, Reno 89501 | 775-786-4445 envisionad.com | 5 1.5 mill. | Advertising, PR, Des., Multi-Media | Sierra Pac. Power, Washoe Health, Reyman Bro. Const., Forms Mgmt. Data Sys. | Edward Estipona 1993 |
| 36 | Joyce & Associates 1408 S. Jones Blvd., LV 89146 | 702-878-1408 rjoyce@advertiselasvegas.com | 5 5.2 mill. | Advertising, PR, Consultation, Political, New Media, Spec. Events | Sun West Bank, RTC, McCarran Airport, PacificCare, Aspen Fin. Svcs., NCOT | Robin Joyce 1975 |
| 36 | Newman Verrill 1412 S. Jones Blvd., LV 89146 | 702-312-6333 newmanverrill.com | 5 2.6 mill. | Internet, Graphic Des., Media | Travelscape, Home Show, City Stop, Dr. Vinnik, Unitech, Showcase Slots | Rich Newman 1978 |
| 36 | Paragon Communications 2921 N. Tenaya Way, Ste. 114, LV 89128 | 702-947-6213 ranao702@prodigy.net | 5 DND | Govt. Relations, PR, Union Relations, Community/Media Relations | NV Carpenters Union, UBC, Nat'l Kidney Foundation, Oz Publishing, Opinions of NV | Debbie Rose 1995 |
| 36 | SRPR 3390 Wynn Rd., Ste. C, LV 89102 | 702-253-1551 swamprhino.com | 5 0.3 mill. | Travel/Tourism/Technology/Dev. PR, Media Relations, Spec. Events | Sprint PCS, Travelscape.com, Tumberly PL, LV Harley-Dav., St. Bar of NV, Cashman Cad. | George McCabe Peter Poggione/1993 |
| 36 | The Firm 3975 W. Quail Ave., Ste. 6, LV 89118 | 702-739-9933 thefirmpr.com | 5 DND | Corp. PR, Spec. Events, Media Relations, Crisis PR | Blockbuster, 7-Eleven, Westwood Studios, Kaufman & Broad, Primadonna Resorts, RTC | Solveig Thorsrud-Allen/1993 |
| 43 | Bruce Merrin Public Relations & Advertising 3885 S. Decatur Blvd., Ste. 3001, LV 89103 | 702-367-0331 merrinco@aol.com | 4 4.1 mill. | Ent., Casino Resort, Sports, Literary, Corp., Celebrity/Sports Star Appearances | BluBlocker Corp., Del Star Books, Kutash Ent., B. Clampett Anim. Studios, Celebrity Spkrs/Ent. | Leona Mayer Merrin 1991 |
| 43 | Grace & Associates 500 N. Rainbow Blvd., Ste. 300, LV 89107 | 702-368-1234 dwgrace1@gateway.net | 4 1.5 mill. | DND | Auto, Funeral Homes, Retail, Ent., Svc. Cos., Carpet Dealers | Denise Grace 1985 |
| 43 | Kramer Rogers Consulting 3840 S. Jones Blvd., LV 89103 | 702-889-0999 krco@iv.tmc.net | 4 3 mill. | Automotive, Broadcast, Retail | Certified Auto Retailers, KVVU-TV Fox 5, The Jewelers | Rick Kramer 1982 |
| 46 | Allen Advertising PO Box 97084, LV 89193 | 702-361-5393 gailinlv@yahoo.com | 3 DND | Medical, Prof. | W. Valley Imaging, NV Dermat., Great Earth Vitamins, Parker Fin., So NV Foot & Ankle | Gail Allen 1979 |
| 46 | Bernard Hodes Group 2421 Tech Center Ct., LV 89128 | 702-363-4343 lv.hodes.com | 3 DND | Employment Comm., Recruitment, Retention, Internet Strat., Media Planning | DND | Monica Eichman 1998 |
| 46 | DG Studio 6402 McLeod Dr., Ste. 3, LV 89120 | 702-739-7340 bigmandm@aol.com | 3 DND | Advertising Des., Graphics, Visual Art | DND | Dania Spor Greg Flowers/1997 |
| 46 | Media Directions, Inc. 2325 Ives Ave., Reno 89503 | 775-747-7722 mediadirections-nv.com | 3 DND | Media Planning/Placement | Sierra Sid's, Michael's Reno Suzuki-Yamaha | Johanna McClain 1996 |
| 46 | Media Masters!, Inc. 7804 Ben Hogan Dr., LV 89149 | 702-768-1735 outdoor123.com | 3 DND | Outdoor, Lg. Format, Web, TV/Cable/Radio, Spec. Mktg., Creative Sales/Dev. | Gr. W Prod., Country Christmas West. Gift Expo, LV Mini Gran Prix, Belz Fact. Outlet | Robert J. Cummings 1993 |
| 46 | Stockdale Creative Marketing & Advertising 1650 N. Lucerne St., Minden 89423 | 775-782-3678 stock@sctalk.com | 3 DND | Graphic Des.-Logos, Ads, Brochures, Posters, Writing/Research | DND | Suzanne J. Stockdale 1987 |
| 46 | The PR Group 8665 W. Flamingo Rd., Ste. 2000, LV 89147 | 702-646-8470 thepgroup.net | 3 0.3 mill. | Real Est., B2B, Editorial Svcs. | Maritz, Wolff, Ricciardi & Paustian, Hen. Econ. Dev. Div., Las Vent./Greystone, CB Rich. Ellis | Sydney Knott 1995 |
| 53 | Chayra Communications 2921 N. Tenaya Way, Ste. 330, LV 89128 | 702-658-3236 chayra.com | 2 DND | Healthcare | Fertility Ctr. of NV, Clark Co. Health Dist., Clark Co. Safe Kids Coalit., Cap. Pacific Homes | Sharon Chayra 1995 |
| 53 | Kirsh Media Group 2675 S. Jones Blvd., Ste. 207-B, LV 89146 | 702-838-0800 kirshmedia@aol.com | 2 DND | Media Buying/Negotiations, PR, Radio/TV Prod. | G. Dallas Horton & Assoc., Sun Valley Homes, Wellish Vision Inst., M.I. Schwartz Hebrew Ac. | Ron Kirsh 1997 |
| 53 | MerITEX Marketing Group 3987 Placita Del Lazo, LV 89120 | 702-434-1169 meritexmarketing.com | 2 DND | PR, Advertising, Trade Shows, Newsletters, Event Mgmt., Mkt. Research/Plan. | DND | Meg Merritt 1994 |
| 53 | R.G. Horn & Co. 1000 Bible Way, Ste. 22, Reno 89502 | 775-786-8931 rghorn@worldnet.att.net | 2 1.2 mill. | Full-Svc. | Classic Resid. by Hyatt, W. Larsen Antique Shows, Reno Dodge, Bldrs. Mart, Ind. Prop. | Bob Horn 1984 |
| 53 | Russ Fons Public Relations 7509 Turtle Dove Ct., LV 89129 | 702-658-7654 russfons.com | 2 DND | Health, Ent./Sports, Food Svc., Real Est./Const., Hotels/Resorts, Finan. Inst./Svcs. | Natrol, Inc., Key Perf. Int'l, TSI, Inc., Kammrath & Assoc., TGM, Inc., Amer. Daredevil | Russ Fons 1994 |
| 53 | Steven Jacobs Advertising PO Box 50871, Reno 89513 | 775-828-9922 DND | 2 DND | Corp. ID, Graphic Des., Logos, Broch., Reports, Retail, Med. RE, Hi-Tech, Ret'l. | DND | Steven Jacobs 1986 |
| 59 | Advertising Works 500 N. Rainbow Blvd., Ste. 300, LV 89107 | 702-362-4578 DND | 1 DND | Rate Negotiation, Media Placement, Comm. Prod., TV, Radio | DND | Daniel M. Holt 1991 |
| 59 | Alan Frank & Associates, Inc. 30 De Anza Dr., Reno 89511 | 775-852-7018 afausa.com | 1 5 mill. | Advertising & PR | Kentucky Fried Chicken | Gert Bowers 1978 |
| 59 | Chrissie White Waddell Public Relations, Inc. 3161 Aldon Ave., Ste. A, LV 89121 | 702-458-5927 chrissieww@pdcv.com | 1 DND | Hospitality, Ent., Spec. Events, Dining | NV Hotel & Motel Assn., NV Rest. Assn., Mt. Charleston Lodge, Elvis-A-Rama Museum | Chrissie Waddell 1997 |
| 59 | The Montel Sloane Company 4820 Alpine Pl., Ste. D-102, LV 89107 | 702-877-4117 lynnemon@aol.com | 1 DND | Advertising Cons., PR, Full Agency Svcs. | U.S. Home, Tow. of Jewels, Desert Com. Bll., Furn. Direct, Village Sq., Welcom. Home Mag. | Lynne Montel Sloane 1994 |
| NA | Creative Dynamics 3160 S. Valley View, Ste. 102, LV 89102 | 702-876-3316 cdilv.com | DND DND | Print Des., Web Des., Multi-Media Des., Environmental Graphics | Westwood Studios, Visitingcities.com, MGM Hotel & Casino, Shell Corp. | Victor Rodriguez 1994 |
| NA | Kubik Advertising 6787 W. Tropicana Ave., Ste. 237, LV 89103 | 702-248-1074 kubikadv@arv.net | DND DND | Mktg. Plans, Creative Campaigns, Des., TV/Radio Comm., World Mktg. | ICM Amer. Corp., Titan Stairs, Family Music, NewMark Merrill Corp., Triple 5 Dev. Corp. | Kathy Kubik 1997 |
| NA | The Harris Group PO Box 50044, Henderson 89016 | 702-644-1111 carlcbc@msn.com | DND DND | TV/Radio Advertising for Attorneys | DND | Carl Colalillo 1984 |
| NA | Where Will You Be In 2000 AD? Inc. 325 S. Third St., Ste. 265, LV 89101 | 702-383-6688 DND | DND DND | Promo. Mktg. | DND | Richard LoPresto 1998 |
| NA | Ad-Media Promotions LLC 4535 W. Sahara Ave., Ste. 105, LV 89102 | 702-645-7400 admediapro.com | DND DND | Web, TV Comm., Radio, Animation, Jingles, Bus. Web Sites, Graphic Des. | planebutopia.com, beaweb.com, talent-search.org, lasvegas.com, casinosports.org | Sandee Herman 1985 |

DND = Did not disclose

BOOK OF LISTS 05-00 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV 89104.

Landscape Architects

Ranked by Nevada Employees

| RANK | LANDSCAPE ARCHITECT ADDRESS WEBSITE / E-MAIL | PHONE | EMPLOYEES REGISTRD. ARCHITECTS | LANDSCAPE ARCH. | | | | | OTHER | CURRENT PROJECTS | SENIOR NV EXEC. YEAR ESTABLISHED |
|------|------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------|-----------------|------------|----------------|--------------|------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| | | | | Landscape Arch. | Site Plan. | Water Conserv. | Urbanization | Land Plan. | | | |
| 1 | Stantec Consulting Inc. 1100 Grier Dr., Las Vegas 89119 stantec.com | 702-361-9050 | 140 7 | • | • | • | • | • | Park/Rec. Master Plan, GIS Mapping | Henderson Promenade & Plaza, NW Soccer Complex, Mtn. Crest Park, Mormon Ft. St. Hist. Pk., Heritage Pk., Pyramid Lake HS | Don Johnson 1960 |
| 2 | Poggemeyer Design Group, Inc. 2601 N. Tenaya, Las Vegas 89128 pdg-lv.com | 702-255-8100 | 48 2 | • | | | | | | Downtown Entry Corridor, Equestrian Pk., Spring Valley Pks., City of NLV Improvements | Stanton Southwick, ASLA, RLA 1982 |
| 3 | Jeff Codega Planning/Design, Inc. 433 W. Plumb Ln., Reno 89509 jcpd.com | 775-322-6100 | 47 6 | • | • | • | • | | Land Surveying, Civil Eng., Const. Observ. | Montréux Golf course, Meadowood Mall, Somerset, Mesquite Master-Planned comm., Peppermill Hotel/Casino Expansion, NW Reno Parks | Jeffrey A. Codega, PE, AICP 1996 |
| 4 | CFA, Inc. 1150 Corporate Blvd., Reno 89502 cfareno.com | 775-856-1150 | 40 2 | • | • | • | • | | | ArrowCreek, No. Valley HS, Redfield Campus, Moy Arboretum, Damonte Ranch HS | Brita Tryggvi 1980 |
| 5 | FPE 250 S. Rock Blvd., Ste. 100, Reno 89502 fpe-reno.com | 775-332-4920 | 30 DND | • | • | • | • | | Civil Eng., Land Surveying | Wingfield Springs, Montréux, City of Reno River Trails, Sparks Marina Pk. | Harlan F. Fricke, PE 1986 |
| 6 | Veltman Planning and Design Group, LLC 7250 Peak Dr., Ste. 110, Las Vegas 89128 veltcons@hotmail.com | 702-869-2288 | 6 1 | • | • | | • | | | Whitney Pk. Renovation, Clark Co. Public Wks., Price-Ryan Trailer Pk., Cheyenne Valley Bus. Pk., El Dorado Village Landscape | James A. Veltman 1994 |
| 7 | Schoenberg & Co. 320 Flint St., Reno 89501 schoenberg.com | 775-322-1414 | 4 2 | • | • | • | • | | Design/Build | Charney Res., Sparks Marina Pk., Sun Valley Fire St., Cimarron Joint Use School Pk., Spanish Springs HS, UNR Dorm/Gar. | Deborah Schoenberg 1993 |
| 8 | Richard Price & Associates, Inc. 3760 S. Jones Blvd., Las Vegas 89103 rpa-inc@prodigy.net | 702-564-0960 | 2 2 | • | • | • | • | | | Park Towers, Green Valley Corp. Pk., Centennial Crossrds Plaza, So. NV Sci. Ctr. II, Gr. Valley Corp. Ctr., Buckingham Model Complex/Queensridge | Richard Price 1999 |
| 9 | Richard D. Wood 2805 Skyline Blvd., Reno 89509 dickwood1@gbis.com | 775-825-3892 | 1 1 | • | • | • | • | • | Architecture, Const. Mgmt. | Wal Mart, Swimming Pools/Bldg., Res. Remodel, Industrial Pk. | R.D. Wood 1961 |
| 10 | NUVIS 3151 Airway Av., J3, Costa Mesa CA 92626 nuvis.net | 714-754-7311 | 0 1 | • | • | • | | | | Foothills, Spanish Hills, Bellacere, Vineyards, Rhodes Ranch, Christopher Homes at So. Highlands | Robert W. Stone, ASLA 1995 |

DND = Did not disclose

BOOK OF LISTS 05-00 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89104.



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NEVADA BRIEFS

Small Business Development Center opens in Henderson

The UNLV Nevada Small Business Development Center has opened a new office in Henderson to better serve small businesses in that area. Located on the campus of the Community College of Southern Nevada, the office provides free and confidential management assistance to small businesses. The center counsels and trains business people in management, financing, and operating small businesses. In addition, small business executives are provided comprehensive information services and access to experts in a number of fields.

National AAF Convention coming to Las Vegas

The American Advertising Federation will hold its annual national conference at Caesars Palace Hotel from June 20 through June 22. This year's conference will feature keynote presentations by Wal-Mart Chief Advertising Executive Paul Higham, New York Times President and General Manager Janet Robinson and SFX Marketing Executive Vice President Bruce Eskowitz.

The conference will include the American Advertising Awards competition, the industry's largest and most respected creative competition.

Jack D. Close and Associates recognized

Jack D. Close & Associates Physical Therapy and Rehabilitation Center has been recognized as one of the top three Las Vegas physical therapy clinics by BestofAmerica.com. Close, who has been in private practice for more than 30 years, founded the company in 1996 with a staff of six operating out of one office. His business now includes two offices and a staff of 20 people. According to Bestof-

America.com president, Michael Fleming, Close & Associates stood out as one of the area's top clinics because of its commitment to excellence.

New district energy plant underway

In a recent ceremony, officials from Nevada Power Services and e*three, Custom Energy Solutions and Clark & Sullivan Constructors along with city officials broke ground to celebrate the commencement of construction for a new district energy plant which will meet the needs of several downtown Las Vegas businesses.

The City Center Chiller Plant will be located in the valet parking lot at Fitzgeralds on Carson and Fourth Streets. The facility will meet the cooling energy needs of the properties from one central plant via the distribution of energy in the form of chilled water to each customer by underground piping. Contracts have been signed with Fitzgeralds Casino and Holiday Inn, Fremont Street Experience and the Four Queens Hotel and Casino.

New Ford dealership in Southern Nevada

Ford Motor Company granted Steve Folliges a franchise at the corner of Ann Road and US 95 to serve Southern Nevada's rapidly growing northwest area. The new company joins three other Ford dealerships doing business in Southern Nevada. Upon completion, the \$15 million project will employ over 250 people in facilities spanning 85,000 square feet situated on 14 acres of land.

Washoe Commission approves bond proposal

The Washoe County Debt Management Commission (DMC) unanimously approved Washoe County's plan to put a \$38.3 million libraries and parks bond issue on the November 2000 ballot. If approved by the voters, the bond would increase property taxes on a \$100,000 home by \$8.24 per year. The bond is comprised of two parts: \$10 million for libraries and \$28.3 million for parks, trails and open space.

Secretary of Energy recognizes Yellow-Checker-Star

Secretary of Energy Bill Richardson recently presented Yellow-Checker-Star Transportation with one of the U.S. Department of Energy's Clean Cities National Partner Awards at the Sixth National Clean Cities Conference and Exposition in San Diego, Calif.

The Las Vegas-based cab company was selected for the award because of its use of propane, instead of gasoline, in its fleet of more than 585 taxis and 50 buses and vans. The company's vehicles travel more than 50 million miles per year, ultimately saving Las Vegas Valley residents from inhaling 800 tons of carbon monoxide and 800 tons of particulate matter annually.

Yellow-Checker-Star was also commended for its comprehensive approach to employee and public education about the importance of alternative fuels to reduce air pollution and dependence on imported oil.

Park Place Entertainment plans stock repurchase program

Park Place Entertainment Corporation, the world's largest gaming company, announced its board of directors has approved a common stock repurchase program to acquire up to 12 million shares of the company's outstanding shares.

The board determined it is in the best interests of the firm to authorize the program to purchase shares of the common stock from time to time for the purpose, among other things, of meeting existing and future corporate obligations under employee stock option and other benefit programs.

The company's previous authorization for 8 million shares was satisfied in April of this year. Since the end of the first quarter, Park Place Entertainment purchased approximately 1 million shares of its stock at an average price of \$12.60.

Regional development initiatives benefit rural communities

The NTS Development Corporation has partnered with Nye and Lincoln Counties to help revitalize their economies. In

Nye County, government entities and private companies are joining in the development of the Nevada Science and Technology Corridor, which extends from Pahrump to Tonopah. The corridor will feature industrial parks, automotive testing infrastructure and an advanced telecommunications network in conjunction with the Community College of Southern Nevada. In Lincoln County, two proposed industrial parks will also attract businesses and create new jobs for Nevadans. The projects are part of NTS Development Corporation's mission to support businesses choosing to conduct operations in and around the Nevada Test Site.

El Dorado Energy begins commercial operations in Nevada

El Dorado Energy, a 480-megawatt power plant jointly owned by Reliant Energy and Sempra Energy, has begun

commercial operation, selling electricity into the wholesale power markets of Nevada, California and the southwestern United States.

The \$280 million natural gas-fired power generating plant, located near Boulder City, is designed to provide reliable, safe and cost-effective power to support the growing economies of the region. The new plant is capable of generating enough energy to serve nearly a half-million households. Boulder City benefits from profit-sharing incentives, a 20-year land lease that generates \$800,000 in revenue per year and a power-purchase agreement.

Las Vegas cost of living down for second month

Las Vegas cost of living fell for the second consecutive month in April, according to First Security's Las Vegas area Cost of Living Report.

"Some of the most significant cost categories, including housing, health care and transportation, were down in April, resulting in a 0.6 percent decline in the overall local cost of living," said Dr. Kelly K. Matthews, First Security executive vice president and chief economist.

The Las Vegas area Cost of Living Index was 124.4, compared to 117.7 calculated nationwide from the same base month. Compared with the same year-ago six-month period, the local cost of living over the past six months rose 3.6 percent.

Morton's of Chicago relocates

After seven years on the Las Vegas Strip, Morton's of Chicago has relocated to East Flamingo and Paradise Road. The new restaurant is the largest Morton's in the world with seating for 250 in the main dining room and two boardrooms with a combined seating capacity of 140.

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ANALYSIS

Good news continues with no adverse signs to slow the longest U.S. economic expansion. Unemployment rates remain below 4 percent. The expansion has proved so robust (with first quarter GDP growing at 6.88 percent), that Fed policymakers continue to nudge interest rates higher hoping to slow the economy and preempt future inflation.

The March 2000 consumer price index (CPI) rose at an annualized rate of 3.7 percent over the same month a year ago, with fuel prices a major influence. Most believe the recent rapid rise in fuel prices will soon break. Increased supplies should moderate price impacts. Still, the outlook for tight labor markets remains; and, for some, these conditions foretell future economic difficulties.

With TV pundits providing extensive coverage, the question is a rudimentary one. Should Alan Greenspan and his colleagues follow discretionary policies or fundamental rules of policy engagement? The answer seems clear – the Fed is concerned about future inflation and fears that stock market gyrations might set off an unruly downward slide.

Economic conditions in Nevada have also raised concerns about sustaining the current expansion. To be sure, the fundamental economic indicators remain positive. Unemployment rates are below 4 percent. Taxable sales rose 7.87 percent for February 2000 over the same month a year ago. And, gross gaming revenue increased at near 12 percent for the state in March 2000. But, some construction activity – for example, hotels and casinos in Las Vegas – has slowed. Increased competition from gaming venues outside Nevada looms on the long-term horizon. Whether gaming properties can fill the substantial increase in rooms with spending customers remains to be seen. And, should other current private and public construction projects also come to completion without setting off a new round of expansion, the overall level of spending would subsequently slow. It is in this environment that we find ourselves. In short, Nevada's fundamentals remain positive, although not at past record-setting levels.

Economic expansions, however, do not last forever. A modest change in fortunes could adversely affect the more sensitive sectors of Nevada's economy. Recent long-term projections of the state's fiscal condition, for example, point to possible future adversities should economic expansion slow. All in all, no one said keeping pace with changing economic fortunes was easy, and we may have to work harder to sustain our prosperity at a lower level.

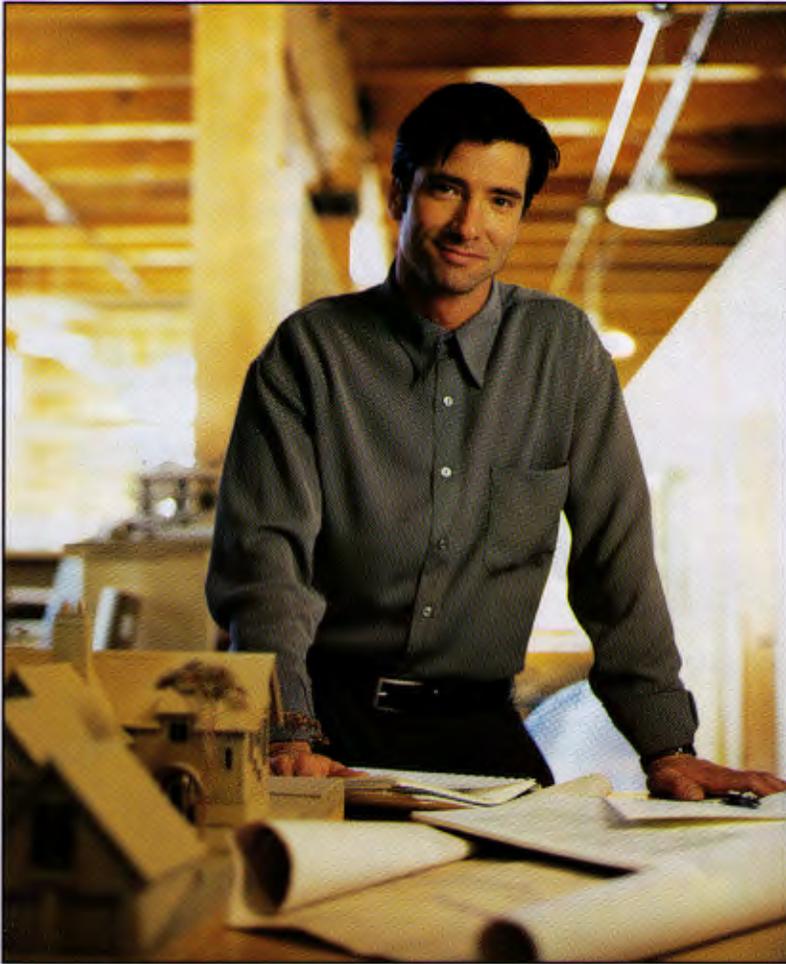
R. KEITH SCHWER, UNLV Center for Business and Economic Research

| | DATE | LATEST PERIOD | PREVIOUS PERIOD | YEAR AGO | YEARLY % CHG |
|-------------------------------------|-------|---------------|-----------------|-------------|--------------|
| UNEMPLOYMENT | | | | | |
| Nevada % | 03/00 | 3.6 | 3.8 | 4.1 | -12.20 |
| Las Vegas MSA | 03/00 | 3.6 | 3.7 | 3.8 | -5.26 |
| Reno MSA | 03/00 | 2.9 | 3.2 | 4.2 | -30.95 |
| U.S. % (SEASONALLY ADJUSTED) | 04/00 | 3.9 | 4.1 | 4.3 | -9.30 |
| RETAIL ACTIVITY | | | | | |
| Nevada Taxable Sales (\$ THOUSAND) | 02/00 | 2,255,859 | 2,192,515 | 2,091,331 | 7.87 |
| Clark County | 02/00 | 1,648,329 | 1,612,523 | 1,526,121 | 8.01 |
| Washoe County | 02/00 | 355,991 | 348,450 | 325,018 | 9.53 |
| U.S. Retail Sales (\$ MILLION) | 04/00 | 265,995 | 266,510 | 242,494 | 9.69 |
| GROSS GAMING REVENUE | | | | | |
| Nevada (\$) | 03/00 | 836,453,390 | 751,636,985 | 747,449,239 | 11.91 |
| Clark County | 03/00 | 677,040,775 | 622,303,116 | 601,808,509 | 12.50 |
| Washoe County | 03/00 | 94,008,400 | 75,690,480 | 86,061,305 | 9.23 |
| CONSTRUCTION ACTIVITY | | | | | |
| Las Vegas Area Permits | | | | | |
| New Residences | 1Q00 | 5,391 | 4,395 | 5,205 | 3.57 |
| New Commercial | 1Q00 | 262 | 216 | 263 | -0.38 |
| Reno Area Permits | | | | | |
| New Residences | 1Q00 | 630 | 853 | 666 | -5.41 |
| U.S. | | | | | |
| Housing Starts (THOUSAND) | 03/00 | 1,604 | 1,807 | 1,737 | -7.66 |
| Total Construction (\$ MILLION) | 03/00 | 765,222 | 754,835 | 715,396 | 6.96 |
| HOUSING SALES | | | | | |
| U.S. Home Sales (THOUSAND) | 03/00 | 966 | 924 | 881 | 9.65 |
| TRANSPORTATION | | | | | |
| Total Passengers (3) | | | | | |
| McCarran Int. Airport, LV | 1Q00 | 8,776,490 | 8,530,838 | 7,996,096 | 9.76 |
| Reno/Tahoe Int. Airport | 1Q00 | 1,493,186 | 1,377,189 | 1,588,895 | -6.02 |
| State Taxable Gasoline Sales (GALS) | 02/00 | 71,140,243 | 69,069,308 | 59,532,946 | 19.50 |
| POPULATION ESTIMATES | | | | | |
| Nevada | 07/99 | 1,967,650 | | 1,855,790 | 6.03 |
| Clark County | 07/99 | 1,343,540 | | 1,255,200 | 7.04 |
| Washoe County | 07/99 | 323,670 | | 311,350 | 3.96 |
| NATIONAL ECONOMY | | | | | |
| Consumer Price Index (4) | 03/00 | 171.1 | 169.7 | 165.0 | 3.70 |
| Money Supply-M1 (\$ BILLION) | 04/00 | 1,115.4 | 1,111.5 | 1,107.2 | 0.74 |
| Prime Rate % | 04/00 | 9.00 | 8.83 | 7.75 | 16.13 |
| Three-Month U.S. T-Bill % | 04/00 | 5.67 | 5.72 | 4.28 | 32.48 |
| Gross Domestic Product (\$ BILLION) | 1Q00 | 9,697.2 | 9,507.9 | 9,072.7 | 6.88 |

NOTES: (3) enplaned/deplaned passengers; (4) all urban consumers; 1982-84=100

SOURCES: Nevada Dept. of Taxation; Nevada Employment Security Department.; 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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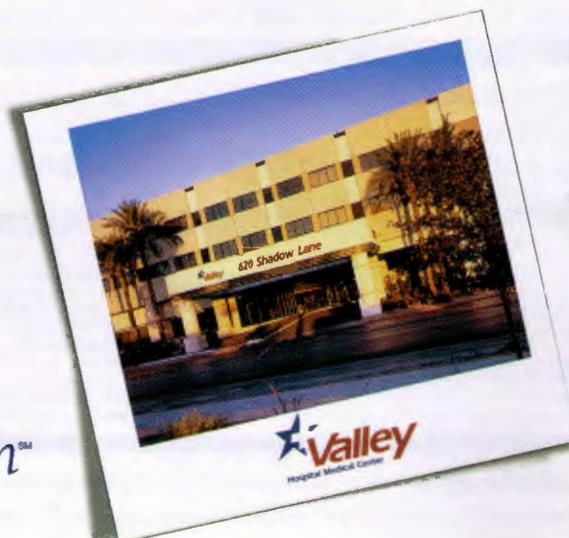
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