

NEVADA Business

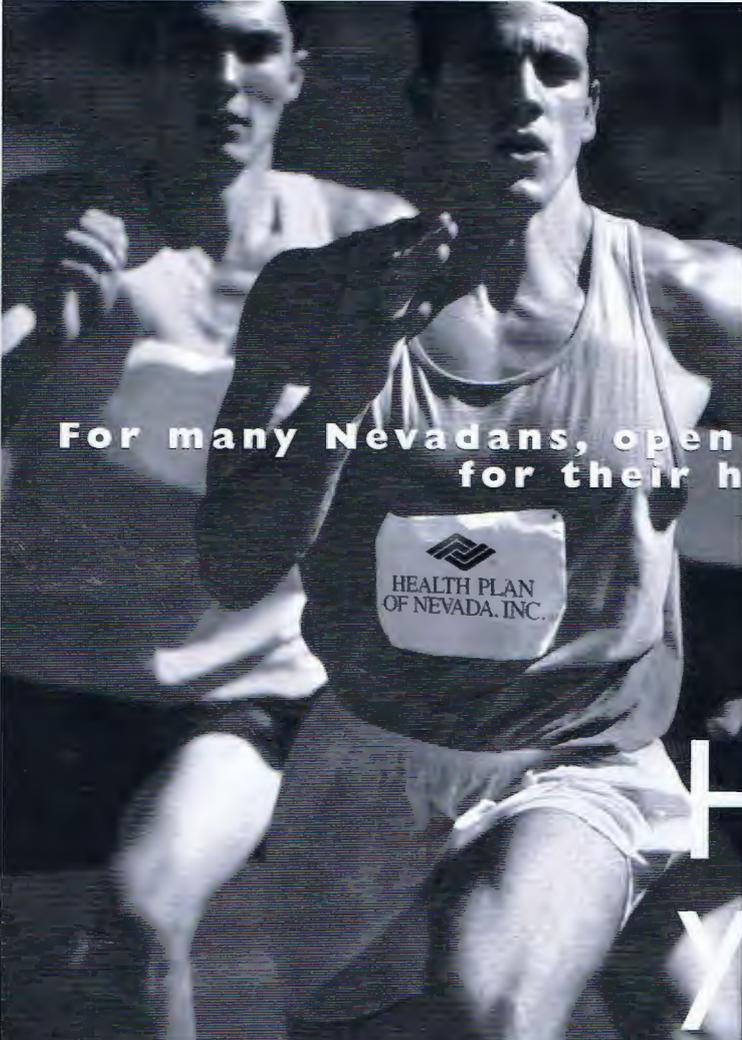
Nevada's Only Statewide Business Magazine • Since 1985



How Managed Care Delivers

NEVADA BUSINESS JOURNAL
2127 Paradise Rd.
Las Vegas, NV 89104
Address correction requested

BULK RATE U.S.
POSTAGE
PAID
Permit No. 1034
Las Vegas, NV



**For many Nevadans, open enrollment
for their health plan is now here.**

How do you pick a winner?

Check the track record.

If you don't check the track record of the runners of a race, it certainly decreases your odds of making a winning wager. In sports it's called the art of handicapping. The same holds true when picking the best company health plan for your family.

Choose a winner

During this time of open enrollment, choose the health plan that works to keep its members on top. Nevada's most experienced comprehensive care plan

offers flexible plan options with more choices, like a wide choice of board-certified health care providers, and more care locations—including our 12 convenient Southwest Medical Associates locations.

Affordability. Flexibility. Stability. That's Health Plan of Nevada's winning edge. And it's all part of our long-running commitment that "How you feel means everything to us."



HEALTH PLAN OF NEVADA, INC.SM

A member of Sierra Health Services, Inc.

"How you feel means everything to us."

Health Plan of Nevada, Inc. is a subsidiary of Sierra Health Services, Inc., a growing company with many subsidiaries which primarily provide or arrange for the provision of health care services.

HPN-COMM-WIN.Ad (4/96)

(S-2937)

NEVADA Business

Nevada's Only Statewide Business Magazine • Since 1985

CORPORATE BOARD OF DIRECTORS

Lance Bradford - Bradford & Bradford CPAs
Lyle Brennan - NBJ / Stephen Brock - NBJ
Philippe Jaramillo - Mardi Gras Hotel
Dr. Anthony Pollard - Rainbow Medical Center
Frank Scott - Sports Media Network

ADVISORY BOARD OF DIRECTORS

Mary S. Falls - Vice-Pres. Northern Nev. Business Banking US Bancorp / Somer Hollingsworth - Pres. Nev. Dev. Auth.
MaryDean Martin - Pres. MaryDean & Associates
Clare O'Brien - Dir. of Marketing McCarran Airport
Stan Thomas - Dir. of Economic Development Sierra Pacific Power Company / Carol Vilardo - Pres. Nev. Taxpayers Assoc.
Patricia M. Wade - Pres. Wade Development Company, Inc.

PUBLISHER

Lyle E. Brennan

PRESIDENT

Stephen M.J. Brock

ASSOCIATE PUBLISHER - EDITOR

Connie Brennan

ASSOCIATE EDITOR - ART DIRECTOR

Barbara L. Moore

CIRCULATION/DISTRIBUTION

Lisa Maguire

CONTRIBUTING EDITORS

Tim DeRosa / Kathleen Foley / David Hofstede
Jack London / Sandy Miller / Joe Mullich / Randall Putz
Bill Raggio / Keith Schwer / Michael Sullivan

LAYOUT TEAM

Jan M. Crandy / Amy Durham / Sarah Zita

CORPORATE OFFICE

2127 Paradise Road • Las Vegas, NV 89104
(702) 735-7003 • FAX (702) 733-5953
EMAIL:NEVADABUSINESS@MSN.COM

NORTHERN NEVADA MARKETING REPRESENTATIVE

David Ward

100 Washington St. #350 • Reno, NV 89503
(702) 322-2020

SOUTHERN NEVADA MARKETING REPRESENTATIVES

Kristine Volk • Lisa Maguire

Nevada Business Journal is listed in Standard Rates & Data, #20A-Business-Metro, State & Regional.

Advertisers should contact Sales at (702) 735-7003 in Southern Nevada, or David Ward at (702) 322-2020 in Northern Nevada, or write to: Nevada Business Journal, 2127 Paradise Rd., Las Vegas, NV 89104. Demographic information available upon request. Month-to-month circulation may vary.

NBJ is published monthly, bulk postage paid. Subscription rate is \$36.00 per year. Special order single-copy price is \$3.95.

All contents 1996 copyright, and reproduction of material appearing in NBJ is prohibited unless so authorized by the publisher of NBJ.

CHANGE OF ADDRESS: Please send previous address or mailing label & new address. Allow six weeks.

EDITORIAL SUBMISSIONS: Address all submissions to the attention of Connie Brennan. Unsolicited manuscripts must be accompanied by a self-addressed stamped envelope. NBJ assumes no responsibility for unsolicited materials.

DISCLAIMER: Editorial views expressed in this magazine are not necessarily those of the publisher or its boards.

COMMENTARY

YES

NO



PUBLISHER
Lyle E. Brennan

QUESTION 7...

WHERE DO WE GO FROM HERE?

The importance of diversification to the state's future economic stability is a proposition that has no opposing view. The only question is how such diversification can be advanced without any ill side effects.

The answer is another question - Question 7, to be specific - found on the ballot in the general election. Question 7 would amend the Nevada Constitution (in Article 8, Section 9, for those who carry a copy) to permit the state legislature to make investments of public funds in corporate entities needed for economic development/diversification, and for the creation of jobs.

In plain English, the passage of this ballot question will allow Nevada to do what all but five other states can do already - invest public money to assist private enterprise. It will attract new high quality businesses and industries that create new jobs and diversify the economy. It does not require a tax increase, nor does it require any investment to be made; it simply acts as an enabling provision to allow the legislature to consider options that are now prohibited.

The success of similar programs in neighboring states offers convincing evidence of what would happen in Nevada, once the passage of Question 7 levels the playing field. Since 1988, the Utah legislature has invested \$9.6 million of state funds into technology-driven companies. As a result, \$400 million in revenues have been generated from new and expanded businesses, and more than 6,000 jobs have been created from 1988 to 1995. In California, the legislature has continually appropriated funds to an export finance fund, which provides loan guarantees of up to 90 percent made by state financial institutions to eligible small- and medium-sized companies. The result - more than 27,000 jobs were created, and the value of Cali-

fornia products and services exported has totaled \$1.36 billion in a ten-year period.

Nevada has already passed statutes to assist the private sector; from 1983 to 1987, the legislature allowed the formation of corporations to facilitate the location of or revitalization of business and industry throughout the state, established an export loan guarantee program, and created a Nevada venture capital fund. But without some form of financial participation by the state, which is currently restricted, these statutes may never be fully utilized. Yes, we can keep making grants rather than investments. The difference is that, by investing, the state and its citizens also gain a financial return on the use of their public funds.

Why was the anti-donation clause adopted in the first place? Because at one time, it probably made sense - that was back in the 1860s. Times have changed. Today, the competition a state must face to lure new industry within its borders is fierce. The Assembly Joint Resolution that created Question 7 was passed almost unanimously by the 1995 Nevada Legislature, and has been endorsed by a coalition of private citizens, educators, business owners, industries and public officials. If it doesn't pass this year, the question will not be put before the voters again for another five years.

Nevada is already perceived as a pro-business state. Companies want to come here, and take advantage of our favorable tax structure and economic climate. Despite all these benefits, some still opt to move elsewhere for the investment seed money we cannot provide. Maybe the anti-donation clause is the only roadblock to diversification. But as anyone who's driven the construction-filled streets of Las Vegas knows, one roadblock can be reason enough to find another route. 🍀



The provider of choice for more employers, delivering quality care to over **720,000** Las Vegas.

3,000 of the finest physicians and medical professionals.



25 years of growing with Las Vegas.

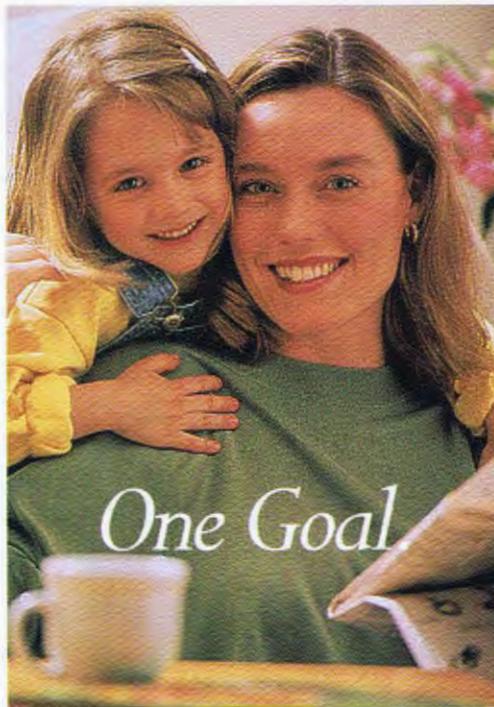


6 specialized centers of medical excellence.



VALLEY HOSPITAL MEDICAL CENTER
One of Nevada's largest, most advanced acute care hospitals. Valley Hospital is home to The Cardiac Institute, The Health Place for Women and Children, and many of the finest Physicians and Surgeons in the state.

SUMMERLIN MEDICAL CENTER
Summerlin Medical Offices are now home to more than 65 of Nevada's finest Family Practice Physicians and Medical Specialists. Opening soon, a full-service, 186-bed, state-of-the-art hospital will offer the very best of quality health and medical care services including an outpatient surgery center, diagnostic center, emergency services, obstetrics, advanced cancer treatment facilities, - a wealth of medical services for all Las Vegas.



THE LAKES MEDICAL CENTER
A state-of-the-art medical complex featuring FastER Care, urgent care and family practice medicine, and the area's finest medical specialists.

GOLDRING DIAGNOSTIC AND SURGERY CENTER
Comfortable and convenient same-day surgery and diagnostics located next to, and backed by the full resources of Valley Hospital Medical Center. Goldring is the only free-standing surgery center of its kind in Las Vegas.

PUEBLO MEDICAL CENTER
Family practice, pediatrics, internal medicine, and urgent care center.

UNIVERSAL HEALTH NETWORK
One of Nevada's largest healthcare networks.

The Valley Health System™

The Valley Health System is an integrated system of care committed to providing our growing community with convenient access to quality healthcare, while controlling costs through increased efficiencies.



TABLE OF CONTENTS

October 1996

Volume 11 – No. 8

Features



Managed Healthcare

page 6

6 Nevada's State of Managed Care

15 New Bill Changes the Rules of Healthcare

by *Tim DeRosa*

26 A Modern-Day Gold Mining Boom

by *Sandy Miller*



Mining Boom

page 26

33 Managing Today's Medical Practice

by *Jack London*

Departments

14 SPEAKING FOR NEVADA by *Bill Raggio, Nevada Senate Majority Leader*
The State of our State's Healthcare

18 EXECUTIVE PROFILE by *Kathleen Foley*
Dr. Tony Ram – Pioneer of Cosmetic Surgery

21 INSIDE POLITICS by *Michael Sullivan*

25 LIFESTYLES by *David Hofstede*

34 TAX TIPS Financing a Business Expansion: No time to honor tradition

35 CUTTING EDGE by *Randall Putz*
ISDN...Faster than a speeding bullet

38 NEVADA BRIEFS

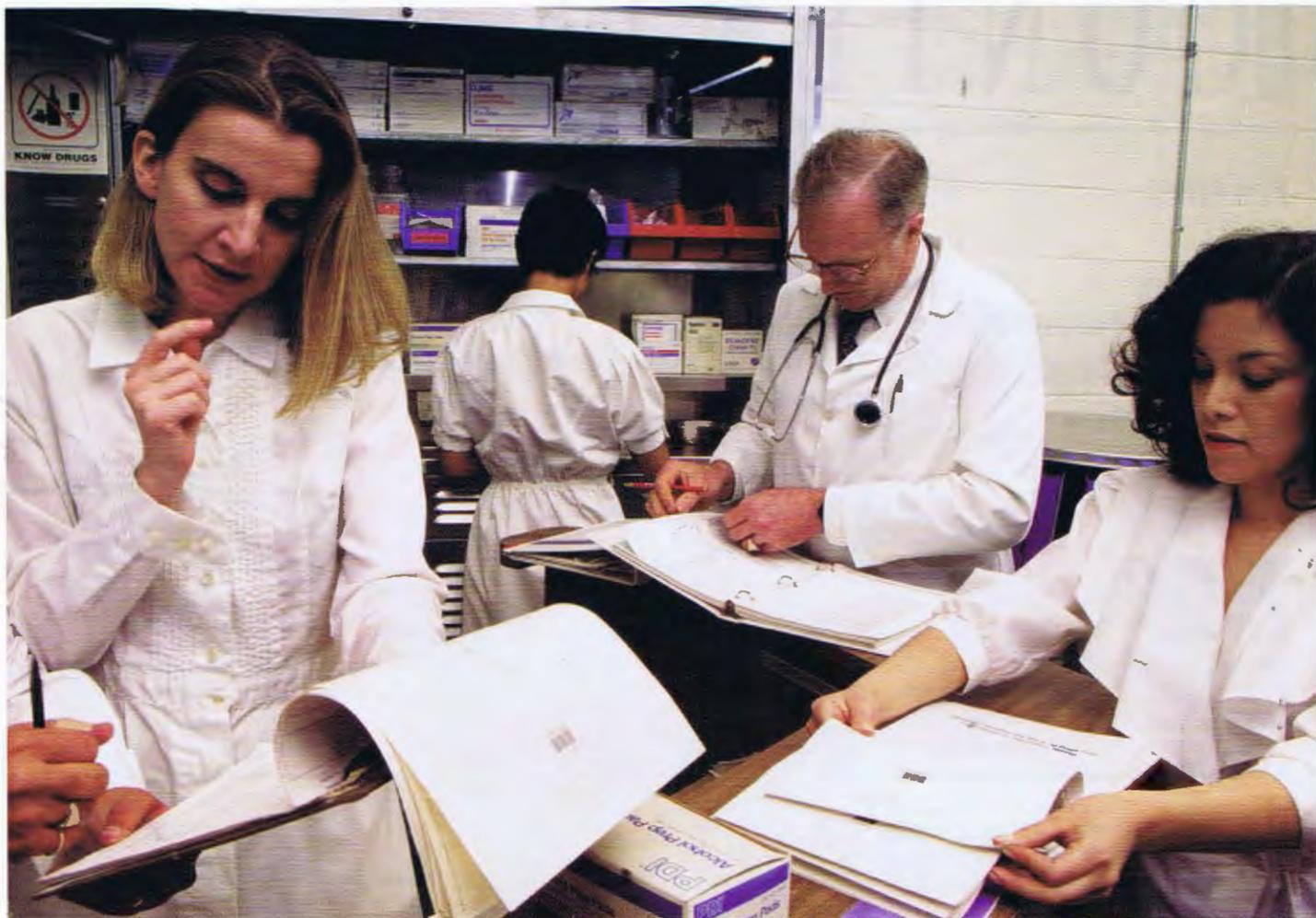
41 PEOPLE ON THE MOVE

44 COFFEE BREAK by *Joe Mullich*
Insuring the Proper Spin Control

46 BUSINESS INDICATORS by *R. Keith Schwer*



Bill Raggio speaks out
page 14



Nevada's State of Managed Care

The membership rolls of Nevada's various managed care plans are going up, but that alone is not surprising. After all, membership in everything from bowling leagues to the Siegfried & Roy Fan Club is going up in Nevada these days, an inevitable result of the state's perpetual growth in population. But the number of residents entering a managed care program is rising at a rate beyond that of the population swell, suggesting the people already here are also signing up for what they believe to be a better system of health care delivery.

According to a study published in the May 18, 1994 *Journal of the American Medical Association*, the quality of care provided by health maintenance organizations (HMOs) was better than or equal to

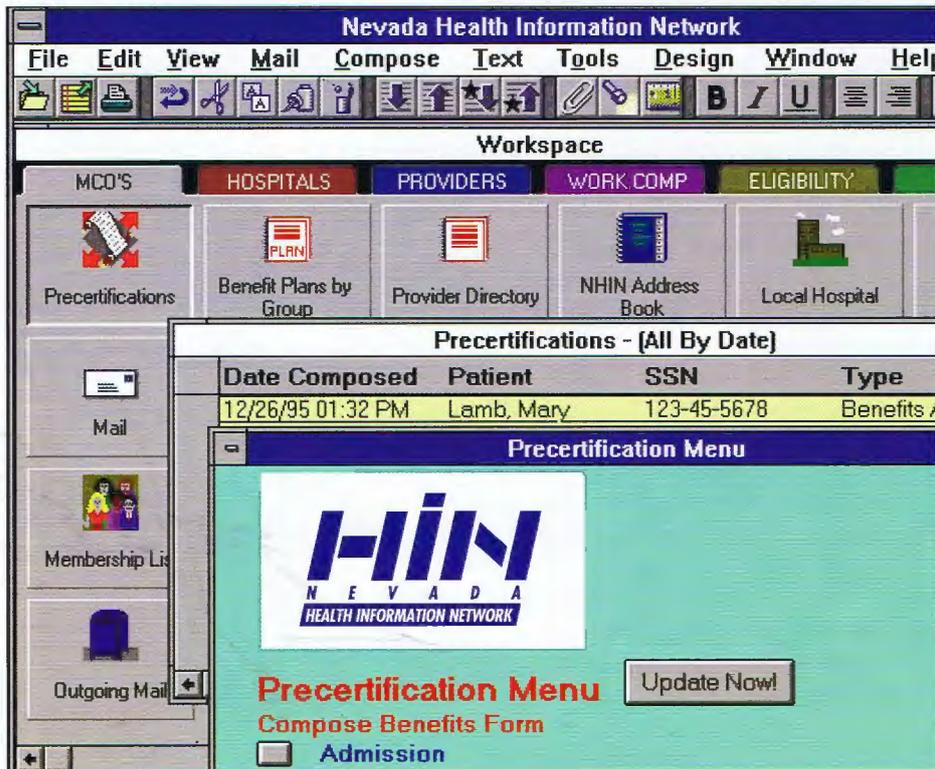
results in fee-for-service (FFS) plans on 14 of 17 quality of care measures. The study found that people cared for by HMOs consistently received more preventive care, such as breast, pelvic, rectal and general physical examinations, than people in FFS plans. HMO members also received more health promotion counseling.

The Growth of Managed Care

In 1992, 100 million Americans were enrolled in a managed care plan. By 1995, the figure had jumped to 150 million, according to the American Association of Health Plans. Since 1994 alone, 85,000 more Nevadans entered some kind of

managed care program. Nearly 250,000 of Nevada's 1.6 million people, a penetration rate of more than 17 percent, are covered by an HMO. Medicaid recipients push enrollment past the 300,000 mark, with a total penetration in the 19 percent range. Robert Horrar, executive director of Humana Health Care Plan of Nevada, predicts the rate of growth will remain at five percent to seven percent for the foreseeable future.

The social, or cultural inclination of Nevada's new residents is helping to fuel the managed care engine as well. "When new residents move to Nevada, they have an expectation of getting the kinds of medical service they had in the state they came from," said Sara Rumann, health resource analyst with the Nevada State



Managed Care Consultants

Within Nevada's constellation of managed care options is Managed Care Consultants. The provider has been offering unique services to patients and employer groups such as America West Airlines, the Las Vegas Metropolitan Police Department, Harrah's, Bank of America and the City of Henderson, since 1988.

"We are the only independent PPO in the state," said Gerald Kring, executive vice president and co-founder, with Joe Lawrence, of Managed Care Consultants. "We contract with doctors, hospitals and insurance companies to provide utilization management services." Featuring more than 2,400 doctors and contracts with all Southern Nevada hospitals, flexibility is one of the company's strongest selling points. "Patients can go anywhere, any time," Kring explained. "Once a patient selects a primary care physician, the doctor will make any needed referral to a specialist." Doctors not affiliated with Managed Care Consultants can join. "We're an open PPO company. A patient can nominate his or her doctor to become part of our network," Kring said.

As managed care becomes the primary way Nevada's citizens receive medical care, employer groups, physicians and insurance companies must navigate a growing ocean of information regarding claims, patient records, prescriptions, clinics, hospitals, laboratories and individual physicians. Managed Care Consultants, through its TradeTech subsidiary, has developed a convenient means to simplify the managed care information load. The Community Health Information Network (CHIN) is a comprehensive computer hookup that allows a managed care provider to access necessary information relative to a patient or a claim in a matter of minutes.

CHIN is "an electronic interface that is new for healthcare," Kring said; "Doctors, hospitals and other medical providers are all rushing to get online with Nevada's Health Information Network to increase efficiency, reduce overhead and eliminate the forest of paperwork their respective offices must generate."

Health Division. "For people from California, Oregon and the Rocky Mountain area, HMOs are part of their experience." To meet their expectations, Rumann said the total number of HMOs in Nevada has jumped from eight to twelve in the last two years.

Proposed changes to Medicaid, making it a voluntary managed care program, "were responsible for the big increase in the number of licensed providers (HMOs)," Rumann continued, "but right now, there is a degree of uncertainty over Medicaid's funding and additional HMOs (in Nevada) are not expected."

Humana

As a managed care provider, a company like Humana can be most accurately described as an IPA (independent practice association) model. "We work with physicians from around the state, and doctors who are not part of our network can apply and go through our credentialing process," Horrar said. As with most multi-service providers, Humana offers

multiple managed care products, including PPO (preferred provider organization) plans and an HMO for employer groups of two or more. The company now has over 30,000 members and more than 1,000 employer groups.

Under the IPA method, doctors don't work directly for the HMO, but are part of its network, a relationship benefiting both parties. Patients can be referred to the doctor via the HMO, and the HMO is made stronger with the addition of another physician. In the medical supermarket, more customers are attracted by the greater selection.

Medicaid notwithstanding, commercial managed care, provided through employer groups, simplifies matters for the patient and the employer. "Whether it's an HMO or a PPO, it helps to control cost while providing quality health care," said Humana's Robert Horrar, "and we ensure quality with our credentialing process, which usually takes about two months." Patients can expect doctors in an HMO to be board certified, appropriately licensed, and have the requisite medical school education.

As a tool to facilitate a managed care provider's patient services, CHIN offers an essential shortcut. An insurance company, hospital, clinic, primary care physician, or the employer group administrator can summon any needed information, including: authorization requests for referral or review; managed care provider listing searches; lab and diagnostic tests and their results; surgery and other procedures; scheduling; admission; and discharge plans, all with CHIN's "paperless" record keeping.

"We believe the higher the quality of medical care, the lower the overall cost," Kring stated. "When the right provider gives the correct diagnosis, the outcome for the patient, and the employer group will be better." Lake Mead Hospital, CoreSource, Desert Orthopaedic Center, the Nevada Cancer Center, Rainbow Medical Centers, Bally's Hotel & Casino, Player's Island, TIMET, St. Rose Dominican Hospital, and the Fremont Medical Centers, are a handful of the many implementing users tracking managed care data through the CHIN "virtual information" system.

Sierra Health Services, Inc.

Health Plan of Nevada, Inc. (HPN), a member of Sierra Health Services Inc., is the biggest HMO in the state, and maintains numerous aspects of a group model HMO. Many of the doctors in HPN's network are employees of an affiliated company, Southwest Medical Associates. Across Southern Nevada, through a network of a dozen Southwest Medical Associate clinics, round-the-clock service is available. Care is provided by hundreds of primary care physicians and other vital specialists in almost every medical field.

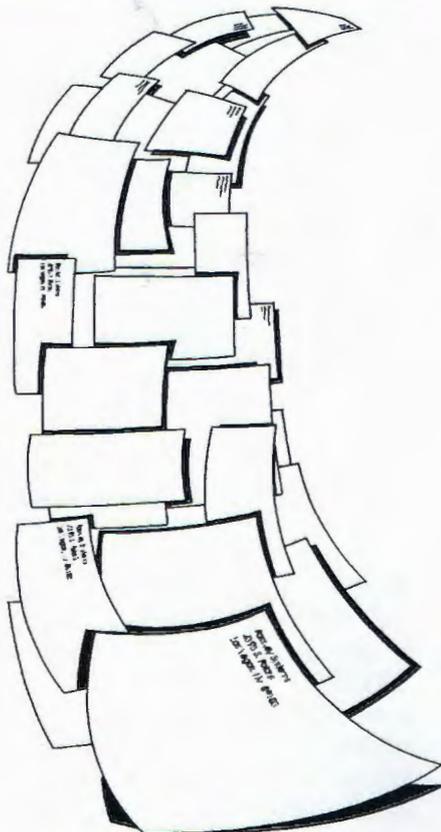
As a cardiologist, Dr. Anthony Marlon, now Sierra's chairman and chief executive officer, had hands-on experience in the delivery of medical services. His early marketing of his practice moved him into the area of managed care as a means of providing quality medical services to the greatest number of people. He founded HPN in 1981, encouraged by the Federal Health Maintenance Organization Act. It is now the largest HMO in the state with an enrollment of

almost 150,000 and growing.

The guiding principals behind Sierra are addressed by Jerry Reeves, MD, senior vice president of the company's health care operations. "Healthcare should be delivered as a continuum of care," Reeves said. "At HPN, one master medical record is maintained, so that any doctor treating a patient can see what has gone on before. With managed care, the patient goes to a doctor who has access to his or her medical history. If a specialist is required, the primary care doctor can help in the selection process."

In gross numbers, Southwest Medical Associates conducts 350,000 to 400,000 patient visits a year. Reeves is responsible for overseeing approximately 130 staff physicians, including primary care doctors and a host of specialists. The patient load per doctor varies according to the kind of patient and a doctor's specialization. "A pediatrician may see 20 to 25 patients a day," Reeves explained, "but an internist might only see 10 people."

Serving half of Nevada's HMO members, the company has 2,500 employees,



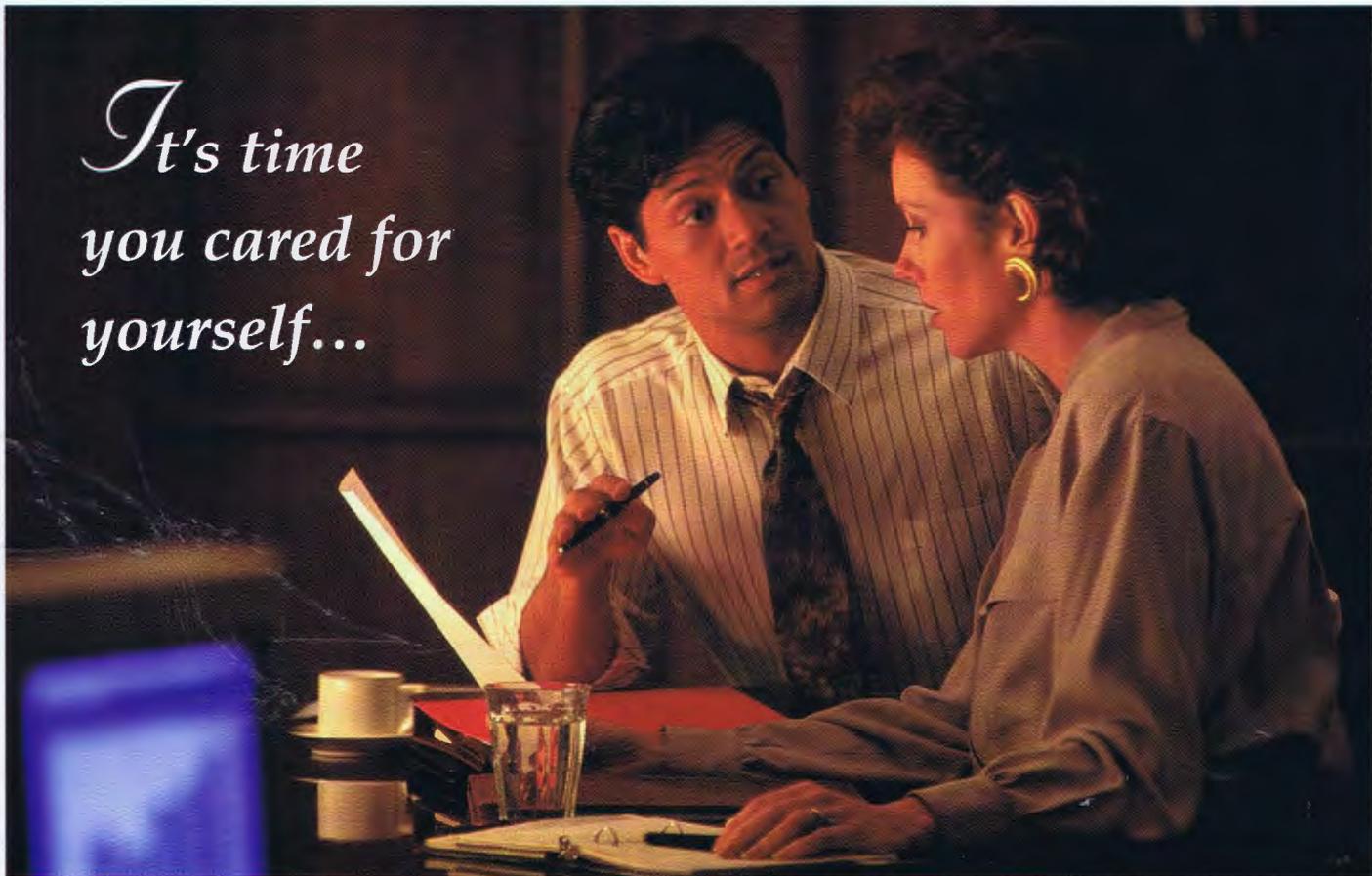
MAKE US YOUR ONE STOP SHOP FOR ALL OF YOUR MAIL PROCESSING NEEDS

- Computer Services - Data Entry - Conversion
- Merge Purge Duplication Elimination
- Lists (Local, National, Regional)
- Business, Residential, Property and Political
- Postal Preparation and Presort Discounting
- Address Standardization Zip +4 and Carrier Route
- Laser Personalization - Letters - Cards - Statements
- Addressing - Ink Jet - Cheshire-Pressure
- Intelligent Inserting - 9 by 12 Jumbo
- Bursting - Folding - Tabbing - Collating

PASSKEY
SYSTEMS

4395 S. Polaris Ave. ♦ Las Vegas, Nevada 89103-4152
Phone: (702) 798-7999 ♦ Fax: (702) 798-5502

*It's time
you cared for
yourself...*



...the same way you care for your business.

The most important investment you can make is in your good health. Take care of yourself by taking time to attend our free seminars and screenings provided as a public service.

DIABETES FAIR — OCTOBER 26.

For 84,000 Southern Nevadans, we're their only hope, but only 42,000 know it. Our Diabetes Treatment Center is the only nationally accredited diabetes center in Nevada. Diabetes symptoms include: blurred vision, excessive thirst, weight loss, and numbness in extremities. Come join us at our annual event where we will feature free glucose fingersticks, blood pressure checks, and door prizes.

WOMEN'S HEALTH SEMINARS IN OCTOBER

In recognition of National Breast Cancer Awareness Month, learn all that's new in

the battle against breast cancer, osteoporosis, ovarian and uterine cancer, and other related women's health issues. Discounted mammograms will be offered during October when patients register through our "Call For Health" line.

PROSTATE SCREENING—THROUGHOUT THE MONTH OF OCTOBER.

Phone our "Call for Health" number below for a private appointment in your area.

CALL FOR HEALTH 733-6875

The only Physician Referral Service in Las Vegas that is staffed by local registered nurses.

We can refer patients to physicians based on medical needs, insurance coverage or location. Call for all your medical and insurance questions; we'll be glad to help.

DESERT SPRINGS HOSPITAL

Concerned about you.

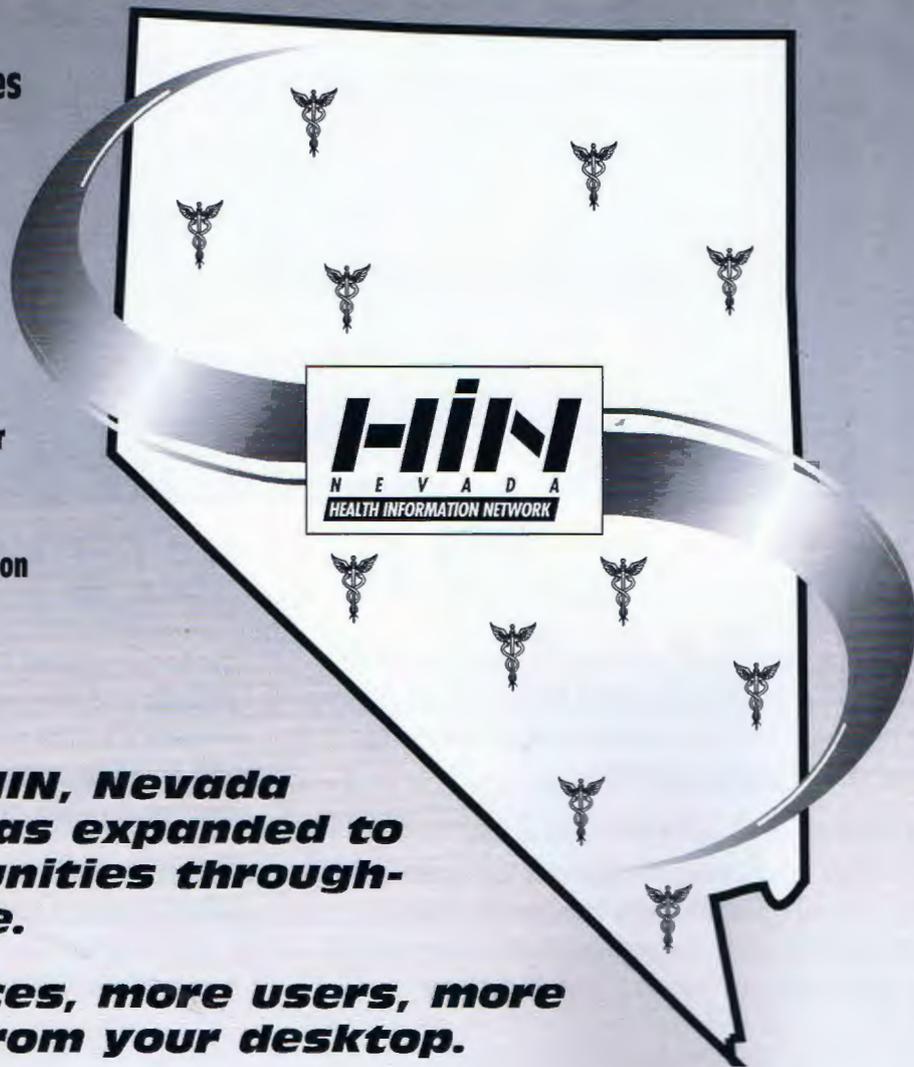
2075 E. Flamingo Road, Las Vegas

733-8800

Nevada Health Information Network Now Available Statewide

**NHIN Proudly welcomes
its newest members:**

Washoe Health System
Washoe Medical Center
Hometown Health Plan
Washoe Family Care
Medical Group of No. Nevada
Valley Hospital Medical Center
St. Rose Dominican Hospital
Fremont Medical Center
Jean Hanna Clark Rehabilitation
Polo Towers
CIGNA Healthcare



***Thanks to NHIN, Nevada
healthcare has expanded to
reach communities through-
out the state.***

***More resources, more users, more
solutions... from your desktop.***

Call now and get connected.

**TradeTek
Corporation**

4160 South Pecos Rd.
Las Vegas, NV 89121
(702) 898-4012
FAX (702) 451-6768

77 Pringle Way
Reno, NV 89520
(702) 328-4512
FAX (702) 328-4380

WWW.TRADETEK.COM

and conducts close to \$500 million in business annually. The Mirage, Clark County, the State of Nevada and the Clark County Teachers Association are some of HPN's employer groups, along with nearly 30,000 Medicare recipients.

As a business enterprise, Sierra is in an enviable position. By operating its own clinics and employing its own doctors, the company can exercise a higher degree of control over expenditures. A patient who comes to a Southwest Medical primary care doctor can often be referred to a Southwest Medical specialist or to a company-owned medical testing facility. Despite this apparent built-in advantage, only about one-fourth of all the physicians and other providers whose services HPN offers are actual employees. HPN enrollees are thus given a mixed selection of medical practitioners, Southwest Medical staff, or independent doctors contracted with the Sierra-HPN network. In addition, the company offers programs that allows its members to access service outside the HMO network.

FHP Health Care

Of all the HMOs in Nevada, only one, HPN, is a home-grown company. However, evidence of the growing popularity of HMO membership among Nevada's residents can be seen in the number of out-of-state managed care companies entering the Silver State looking for business. FHP Health Care of California has operated in Nevada since 1992, and is already servicing 350 employer groups with 55,000 enrollees.

Like other managed care companies, FHP's employer groups come in all shapes and sizes. "We include small businesses from two to 25 employees and big employers like casinos," said Kayla Callas, public affairs manager for FHP.

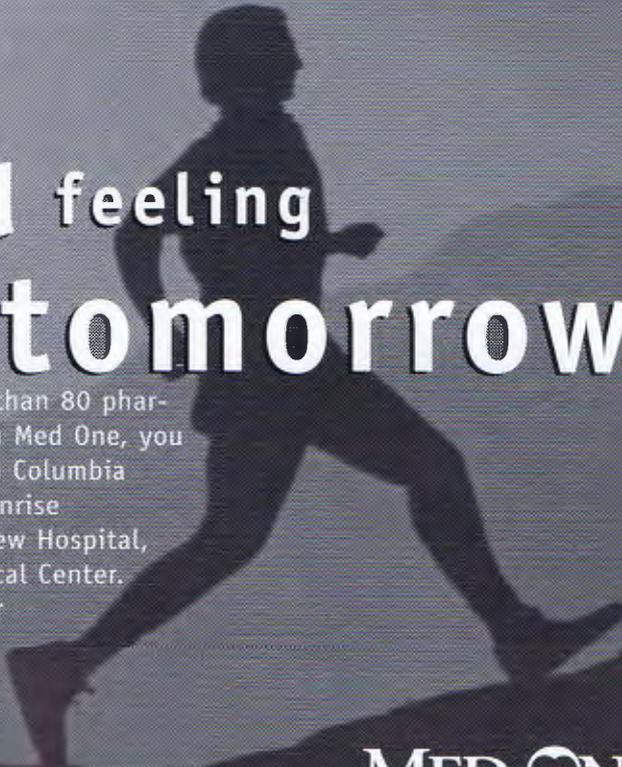
FHP may be relatively new to Nevada, but it is a serious player in the managed care game from the Midwest to the Pacific. Two million members in Arizona, California, Colorado, Illinois, Indiana, Kentucky, New Mexico, Ohio, Texas, Utah and Guam look to FHP for

their managed care needs.

FHP views its managed care responsibilities taking into account the entire picture of an individual's lifestyle as part of a better health regime. "We have a health education program that is the best in the state," Callas said, "with specific programs in weight management, diabetes, cholesterol control and others."

One of FHP's signature programs is the "Fit Kids Club," that "creates awareness and interest on the part of children, care-givers, teachers and school administrators of the importance of good health and fitness," Callas said. The club has received approval as part of the Clark County School District curriculum for youngsters in kindergarten through the fourth grade.

The health educational outreach provided by FHP is not confined to influencing children's behavior. Programs such as Heart Saver, CPR, Fitness Fundamentals, Eating For the Health of It, Basic Nutrition and Peace of Mind, and Overcoming Stress all teach basic lessons on improving health.



How are you feeling tomorrow?

As a business owner, the future health of your company depends on the healthcare choices you make for your employees today. Med One offers nearly 700 conveniently located providers, more than 80 pharmacies, and very competitive premiums. And with Med One, you and your employees will receive quality care from Columbia Sunrise Hospital and Medical Center, Columbia Sunrise Children's Hospital, Columbia Sunrise MountainView Hospital, St. Rose Dominican Hospital and University Medical Center. When it comes to choosing a health plan for your employees, choose wisely.

Med One Health Plan is available to groups of 25 or more employees. For information on Med One Health Plan, call 650-4111.

MED ONE
HEALTH PLAN

It's time to feel good about your health plan.

And, as with all managed care providers, FHP's essential health care services are available for all its 55,000 enrollees. "With our family practice doctors, urgent care providers, primary care physicians, general practitioners and other specialists, FHP is providing for all our members' healthcare needs," Callas said, "from simple check-ups to open heart surgery."

In August, it was announced FHP was acquired by PacifiCare Health Systems, Inc. The combined company will serve nearly 4 million commercial and Medicare members in 15 states and Guam. "This is an extraordinary and unique opportunity," said Alan Hoops, PacifiCare's president and chief executive officer. "The combination of two of the country's leading managed health care services companies will result in better and more comprehensive services for our members, with a significant con-

centration in the western United States.

"With this transaction, PacifiCare will have a membership and revenue platform to set a new standard for managed care now and in the future," Hoops continued, "one that makes it easier for doctors to do what they do best, practice quality medicine."

Selecting Managed Care

Every week, employers face the task of selecting a managed care company. Robert Horrar of Humana explains what a typical enrollee should look for; "At the very least, a good plan should include: coverage for in-patient hospitalization, prescription drugs, emergency room care, labs, x-rays, diagnostic procedures, and any necessary physician services," Horrar said. "It should also provide a quotation that offers these services for enrollees based on their demographic

of age and sex."

In a hypothetical employer group of 100 people, Horrar calculates an average expenditure of \$120 per month per member. Of that amount, Horrar stated, "you can expect the employer to pay 75 percent, and the worker to pay the remainder." At a rate of \$120 per month per employee, times 100 workers, a company would be spending in the neighborhood of \$12,000 a month, \$144,000 annually. These figures are for worker coverage only, and do not include spouses, children, or other dependents, whose inclusion might increase the premium several times.

Managed care in Nevada is here to stay. All trends indicate that employers and workers want the security and convenience that an HMO or a PPO can offer. The task is to ensure that quality health care is made available to Nevadans who need it at a price they can afford. •

WORLD CLASS FURNITURE

Brings to Las Vegas a discriminating taste in HOME and OFFICE furnishings. The elegance with which you surround yourself not only gives pleasure, it also speaks softly of your refinement.



Brazilian mahogany office line.
Conference tables 72" to 144"
96" x 42" Only \$899.00.



Exquisite collection of Italian Bedrooms, Living and Dining Rooms. Capodimonte, Paintings, Carpets, Chandeliers, Bronze statues, Salsoma vases and so much more.

Visit our exquisite furniture store.
Design and catalog room on premise.

Visa • MC • Norwest Financing
3358 S. Highland Dr. Las Vegas 89109

Mon.-Sat. 10-6
(702)732-9900



As soon as you implement our health plan, something contagious is bound to spread throughout your office.



The news about Humana is spreading far and wide. And with good reason. After 10 years at the forefront of the managed care industry, Humana knows how to deliver quality health care plans at an affordable price.

Humana can work with you to customize any of a broad spectrum of quality health plans to meet your company's specific needs. Which means you can trust Humana to give you the plan that is just right for your company's size and budget.

So call us at 341-6711. And learn how to keep your employees (and your company) healthy and happy.

Humana® Health Care Plans

GHC NV-6088

Offered by Humana Health Plan, Inc. and offered and underwritten by Humana Health Insurance of Nevada, Inc.

© 1996 Humana 2/96

The State of our State's Healthcare

by Bill Raggio, Nevada Senate Majority Leader

Many of our residents are unaware of the positive, progressive and advanced healthcare this state has to offer because Nevada consistently ranks as one of the least healthy states in the country. While they may not make as many headlines, unique partnerships have been formed and programs have been developed to constantly improve the quality and accessibility of healthcare for all Nevadans.

The challenges facing us are well-documented. We have the most smoking-related deaths in the country (more than 30 percent of our population smokes) and we're above the national average in heart disease deaths. In addition, Nevada leads the nation in population growth among residents age 65 and older. Even with these factors against us, there is a lot of good news on the Silver State's healthcare front.

This year, the Nevada State Board of Health adopted the first-ever statewide strategy to improve the health of Nevadans by developing a plan to inform and educate citizens on health risks and convincing them to take personal responsibility for their health. The board hopes to work with legislators, foundations and others to bring issues such as smoking, violence and seat belt use to the forefront.

Another well-publicized healthcare concern is Nevada's teen pregnancy rate, which is among the highest in the nation. A statewide educational program is being developed to reduce that number. Thanks to a statewide public/private partnership called *Baby Your Baby*, we've seen improvements in the number of low-birth-weight infants and mothers seeking prenatal care in the first trimester.



Bill Raggio
Nevada Senate Majority Leader

*We must seek new ways to
make healthcare more
accessible and affordable.*

Nevada is home to many top-notch facilities and physicians, such as pediatric trauma centers, state-of-the-art surgery centers, burn units, neonatal intensive care units, fertility centers and others. In addition, the University of Nevada School of Medicine is distinguishing itself as one of the better institutions in the West and some of our larger managed healthcare companies have received national recognition for their community improvement programs. In all, over the last decade, health-

care in Nevada has not only improved, it's gotten less expensive.

Consider the case of the State Industrial Insurance System, which, just a few years ago, was facing out-of-control costs that threatened the budget of the entire Silver State. In the 1993 legislative session, we enacted a program to allow select managed care companies to coordinate the healthcare of individuals in the workers compensation program. Today, SIIS has decreased its annual medical payments by approximately \$75 million, a great deal of savings to the state.

In the 1995 legislative session, we started the wheel rolling to adopt the principles of managed care into the Medicaid system. In 1997, I'm sure those wheels will continue to turn to get the program up and running. With more than 100,000 Medicaid recipients and an annual price tag of more than \$450 million, this is clearly an item with top priority.

Indeed, there are many diverse healthcare challenges facing us, so we must rise to the occasion by continuing to find innovative solutions such as the formation of public/private partnerships to study and address the issues. We must meet the needs of our many "working poor" residents, who earn too much to qualify for Medicaid and too little to afford health insurance, and most importantly, we must continue to seek new ways to make healthcare more accessible and affordable.

With some of the best and brightest minds in the healthcare industry – physicians, managed-care leaders, elected officials, administrators – we have the combined resources to tackle these problems and improve the health of residents. 🍀

New Bill Changes the Rules of Healthcare

by Tim DeRosa

In August of this year, Congress approved H.R. 3103, the Kassenbaum/Kennedy Health Insurance Bill and the President said he would sign it. The official title is "The Health Insurance Portability and Accountability Act of 1996." The bill has been written to address several problems in the health insurance marketplace, not the least of which is the inability of individuals to move from job to job without fear of losing coverage due to a pre-existing medical condition. The bill requires a level playing field between the fully insured and self-funded markets by applying the same rules to all group health plans. The bill's impact will vary slightly from state to state as its requirements are designed to set a minimum standard yet allow more stringent existing state laws to stay in effect. Most of the provisions of the bill will take effect July 1, 1997.

Pre-Existing Conditions

The pre-existing condition clauses that will apply under this bill will be limited to conditions that were treated within six months prior to the change in coverage and can only be excluded for up to 12 months in the new plan. All health plans will have to credit any prior health coverage when calculating the pre-existing condition exclusion period as long as an employee did not go without coverage for more than 63 days. In effect, this means as long as an employee had already had continuous health insurance coverage for the previous 12 months in any plan, that no pre-existing clause would apply for that new employee. Deliberate violations of the law by employers will generate a tax imposed by the IRS of up to \$100 per day per individual affected. For violations that are not corrected before IRS notifies an employer that its tax liability is being examined, the

amount of the tax is the lesser of \$2,500 or the amount of tax otherwise imposed.

Greater Healthcare Access

Another significant change in the law will affect the small group market. Companies with two to 50 employees will be able to access group medical insurance on a guaranteed issue basis for their entire eligible population. The employers will still need to comply with the insurance carriers participation and contribution requirements. There are no provisions in the new bill restricting or controlling pricing on these coverages. Generally speaking, individual and group plans will be guaranteed renewable. This means that a carrier must renew the existing plan for all employers regardless of medical conditions or loss ratios within the group. Association plans will also be subjected to the same rules; however, carriers will not

Did?
you
know? ...that FHP* offers eleven

different health plans

to seventy FORTUNE 500*

companies in eleven states?



*Additional services are provided by FHP affiliates and subsidiaries. FHP, Inc. is a federally qualified HMO. © 1996 FHP, Inc.

And you thought we were just an HMO.

Isn't it interesting that FHP has grown to over 1.8 million members in eleven states, but there's still a perception that we're a regional HMO.

Seventy *FORTUNE 500* companies know differently. They know that FHP is the health care company with far-reaching resources* that can help solve the one problem that's most important to any company: managing health care costs. We're helping the big guys, as well as creating solutions for businesses with as few as one employee.

Along with local hospitals and doctor networks, our flexibility allows us to tailor plans that are just right for you. In Nevada, for example, FHP offers a wide variety of health plans that range from PPO to Life Insurance to Indemnity. And even an HMO.

We also offer your employees some benefits the others don't. Like our FHP Personal Nurse Program that coordinates care for people identified as high risk. Or our Good Doctor Program™ that uses one of the toughest screening processes in the country.

If you're interested in finding out what we can do for your company, call your insurance agent or broker today, or FHP at 1-800-826-4347. Your Health Partner. For Life.®

FHP
HEALTH CARE

JMA ARCHITECTURE STUDIOS



HEALTH



CARE

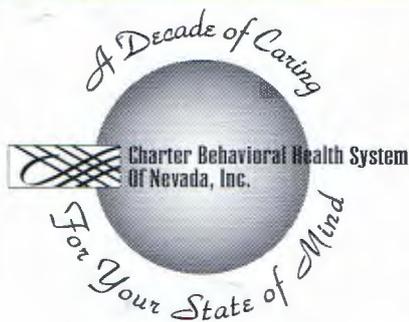


STUDIO

Since its inception in 1946, JMA has made significant contributions to the health care industry in Las Vegas.

Today, JMA Health Care Studio's highly skilled professionals have the expertise, broad base of experience, and resources to plan and design any type of health care facility. *We know health care design.*

4292 SOUTH MARYLAND PARKWAY LAS VEGAS, NEVADA 89119 (702) 731-2033



1986-1996

Three Convenient Locations

- 2972 S. Rainbow Blvd.
- 3663 E. Sunset Rd.
- 7000 W. Spring Mountain Rd.



**Charter Behavioral Health System
Of Nevada, Inc.**

7000 W. Spring Mountain Rd. • Las Vegas, NV 89117

Call 24 Hours 876-4357(HELP)

Comprehensive Programs:

- Chemical Dependency
- Depression
- Bipolar Disorders
- Marriage & Family Issues
- Anger/Impulse Control
- Women's Groups
- Compulsive Gambling
- Counseling Services in Spanish

Levels of Care That Fit Your Needs:

- Individual & Group Outpatient Counseling
- Intensive Outpatient Treatment
- In Patient & Acute Care

Treatment for all ages:

- Adults
- Adolescents
- Children (at our new Sunset Counseling Center)

be required to guarantee issue of an association plan to small employers who are not association members.

Medical Savings Accounts

Medical savings accounts (MSAs) will be made available on a limited basis through the year 2000. Employees of small companies and self-employed people will be able to establish these accounts. This will allow tax deductible contributions to be made to an MSA to pay for medical expenses, limited to 65 percent of the annual deductible for individuals with high deductible health plans, and 75 percent of the deductible for family coverage. People eligible for MSA tax deductions are those who are either covered under high deductible health plans or generally not covered by another health plan that covers benefits offered in the high deductible plans, and are covered by an employer-sponsored high deductible plan, or by a catastrophic plan maintained by the individuals. High deductible health insurance plans may have annual deductibles of \$1,500 to \$2,250 for individual coverage and from \$3,000 to \$4,500 for family coverage. Annual out of pocket costs excluding premiums may not exceed \$3,000 for self-only coverage and \$5,500 for family coverage. An MSA and the interest accrued are exempt from taxes, but MSA withdrawals not used exclusively for medical expenses will be included in the account-holder's gross income and be subject to an additional 15 percent tax unless the account-holder becomes disabled, eligible for Medicare, or dies.

Tax Breaks

Self-employed individuals will get an increase in the tax deductibility of the health plan premiums they pay from the current 30 percent to 80 percent by the year 2006. Long-term care insurance premiums will also be made tax deductible. There are many more details and specific restrictions included within this bill and professional guidance should be sought prior to any action. ♦

Tim DeRosa is founder and president of DeRosa and Associates and has over 15 years of experience in the insurance industry.



THIS AD ISN'T ABOUT WHAT WE PRODUCE, IT'S ABOUT WHAT WE PRESERVE.

This is steel country. Kingman, Arizona. But you'd never know it by looking at the countryside, since there aren't any towering smokestacks spewing tons of soot into the air. What you will find is drastically reduced air emissions, energy consumption and water use—and no mining waste. That's because North Star Steel uses clean-running electric-arc furnaces instead of coal-fired blast furnaces. These furnaces recycle scrap steel using the latest testing and monitoring techniques to conserve natural resources while delivering quality new steel—cost effectively and on time. At North Star Steel, we changed the way steel is made, so the environment can stay the same.

NORTH STAR STEEL
REDEFINING THE STEEL BUSINESS.

Dr. Tony Ram – Pioneer of Cosmetic Surgery

by Kathleen Foley

Plastic surgeon Dr. V. A. "Tony" Ram of Las Vegas has been a physician and surgeon for many years, but is still leading the way in learning about the latest developments in his field. A veteran of 18 years of laser surgery, treating birthmarks, cancerous growths and other skin disorders, Ram introduced Nevada residents to a new, safer procedure in 1995 that rejuvenates facial skin without the disadvantages of dermabrasion or chemical peels. "Aesthetic skin resurfacing" can be used to treat specific problem areas or to refresh the entire face, smoothing away scars, wrinkles and lines, and removing the top layers of skin to reveal a new, healthy surface below.

People have searched for centuries for ways to reverse the visible effects of aging and exposure to sunlight. Fifty years ago, the only available skin rejuvenation procedure was derma-brasion, which sanded the skin to make it smoother. In the mid-1980s, deep chemical peeling became a second option. According to Ram, these alternatives involve a risk of bleeding, scarring and permanently lightening the skin, and they are often incapable of removing deep lines and wrinkles around the mouth, forehead and chin.

The carbon dioxide laser was developed in the 1960s to vaporize different types of skin growths. It had the advantage of being able to seal blood vessels, lymphatic vessels and small nerve endings, resulting in less pain and bleeding than conventional procedures. Early carbon dioxide CO₂ lasers, however, generated a great deal of heat in the skin resulting in damage to surrounding tissues. The Coherent UltraPulse and TruePulse CO₂ lasers were recently developed to remove the top layer of skin at precisely

CO₂ laser surgery is an artistic effort, and has been variously compared to "sculpting away" the lines and wrinkles, or to using the laser as a "paintbrush."

the correct depth, allowing controlled, effective facial resurfacing. The UltraPulse and TruePulse equipment in use at Ram's office are the same types used at the famed Mayo Clinic. Ram explains that the UltraPulse laser contacts the skin at about 3,000 degrees Celsius but, because the beam is computer-driven, contact only lasts about two one-thousandths of a second, not long enough to cause heat buildup.

CO₂ laser surgery is an artistic effort, and has been variously compared to "sculpting away" the lines and wrinkles, or to using the laser as a "paintbrush." Ram states a face lift can be performed as a follow-up procedure if there is a great deal of excess or sagging skin present. However, he reports most patients are so happy with the results of the resurfacing that they require no further cosmetic surgery. Ram estimates the beneficial results of the new procedure will last longer than either dermabrasion, which usually lasts about six or seven years, or the chemical peel, which lasts only two years.

Ram began his medical career as an

ear, nose and throat specialist, and is board certified in otolaryngology. He went on to develop an interest in plastic and reconstructive surgery, and became board certified in plastic surgery as well. His practice now includes a wide range of cosmetic surgery procedures: liposuction, eyelid and nose surgeries, "tummy tucks" and breast implants, as well as facial rejuvenation. Ram's East Flamingo office houses two operating rooms, including recovery rooms, and he also performs surgery at the Shearing Eye Institute and Laser Surgery Center on the west side of town.

Frequent educational seminars are conducted during evening hours to inform prospective patients about the procedure, its risks and benefits. Ram advises anyone considering CO₂ laser surgery to ask his or her doctor how many procedures the doctor has performed and how many years of experience he or she has had with laser surgery.

Ram is a member of the Board of Plastic and Reconstructive Surgery as well as the American Society of Laser Medicine and Surgery. He has been assistant clinical professor of plastic surgery at University Medical Center in Las Vegas since 1985. He held a similar position for 11 years at University Hospital in Madison, Wis. He is a member of the American Society of Plastic and Reconstructive Surgery, a fellow of the American College of Surgeons, past president of the Las Vegas Plastic Surgery Society, a fellow of the American Society of Laser Medicine and Surgery, and a fellow of the American Society of Lipoplasty. He is on staff at UMC, Columbia Sunrise Hospital, Valley Hospital and Desert Springs Hospital.

Health Care.

Change.

**Medical Spending
Highest in Nevada**

It's Confusing.

**How will it
affect you?**

Do YOU know?

We do.



*William J. Lloyd, M.D.
Obstetrician/Gynecologist*

Saint Mary's has been the leader in quality for almost a century. And today Saint Mary's is a full continuum of doctors, hospitals and health plans, working together for your good health.

- ◆ Saint Mary's is more than 600 well-known and respected physicians, including the High Sierra Medical Group
- ◆ Saint Mary's is HealthFirst and Preferred HealthCare, bringing affordable high-quality health plans to employers of all sizes
- ◆ Saint Mary's is the Saint Mary's Foundation, supporting all of Saint Mary's high quality health services and outreach programs, including the Health Promotion Center, neighborhood clinics and Take-Care-A-Van
- ◆ Saint Mary's is the Regional Medical Center, as well as many other services outside the Hospital, including The Center for Outpatient Surgery, Home Care and Hospice and Saint Mary's Silver Connection

As health care continues to change, turn to the experts in caring. Imagine a better health care system. We did.



Doctors. Hospitals. Health plans.

105.1 NEWS 3 FM

WHERE NEWS COMES FIRST

Up to the minute

Stock Reports

Local News

National News

World News

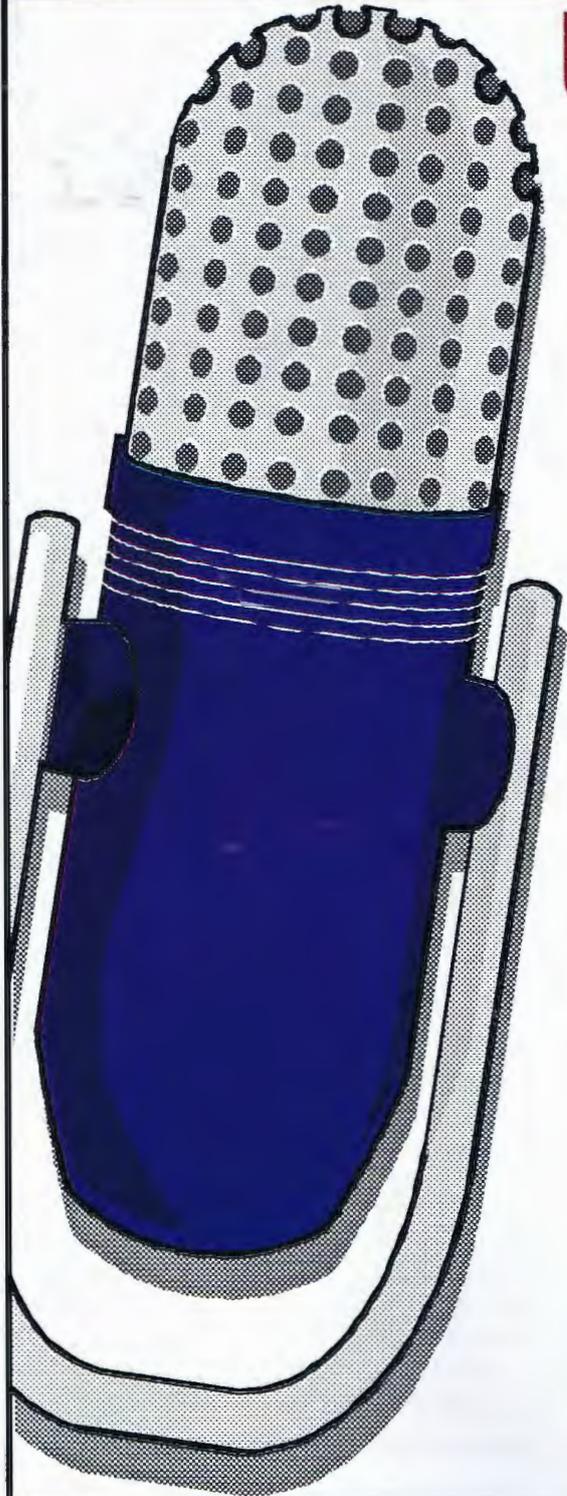
Weather

Business

Sports

Traffic

24 hours a day





by Michael Sullivan

The year 1996 may well be known in political history as "Episode 2: The Democrats Strike Back."

After suffering crushing defeats in 1994 – including the loss of Congressman Jim Bilbray and the majority in the Nevada State Assembly – most polls show the Democrats poised to take back several seats, and within striking distance on several others.

Why the sudden resurgence? As in 1994, politics in our nation's capitol has much to do with it. The Republicans much-ballyhooed "Contract with America" hasn't lived up to voters' expectations, and the many failures of Congress – allowing the government to be shutdown and proposed cuts in Medicare and Medicaid – have been laid squarely at the feet of the Republican leadership. As they did with the Democrats in '84, many people blame Republicans for not getting the job done.

The presidential race has also been a problem for the G.O.P. leadership. While Bill Clinton's presidency hasn't received rave reviews from many Nevadans, Bob Dole has failed to inspire enthusiasm among voters. And when the top of the ticket doesn't have momentum, races further down the ticket suffer.

One of the only factors that could spoil the Democrats' celebration in 1996 is that dreaded political disease, voter apathy. If Democratic voters view the presidential race as a lock, they may decide to stay home and wash the dog rather than visiting a nearby polling place on November 5th.

The following is a comprehensive look at some of the more important – and close races on the ballot for 1996:

Congressional District 1 – Republican John Ensign v. Democrat Bob Coffin

Not many pundits gave State Senator Bob Coffin a chance against Rep. John Ensign, the bright, energetic former vet-

erinarian who upset Jim Bilbray in 1994.

First off, Coffin wasn't the unanimous choice among party regulars. Big names like Mayor Jan Jones, Bilbray and others decided to sit this one out, and who could blame them? Ensign, due mainly to his powerful seat on the Ways and Means Committee, has amassed a million-dollar campaign war chest. He has the support of top gaming interests and is a very competent public speaker.

But Coffin, undaunted, took the plunge. Within weeks of the general election, a poll conducted by the *Las Vegas Review-Journal* finds the two candidates in a dead-heat.

Congressional District 2 – Republican Jim Gibbons v. Democrat Spike Wilson

Like Nevada's other congressional race, the contest for Rep. Barbara Vucanovich's vacant seat looks like it will go down to the wire. Gibbons has been the favorite throughout, but recent polls have shown his lead shrink to as little as three percentage points. Bolstered by these numbers, Wilson, whose campaign had been stagnant in late September, has picked up steam for the home stretch.

Congressional District 2 encompasses every area of Nevada except urban Las Vegas and Henderson.

NEVADA STATE SENATE

Several senate races will be hotly contested this season. The Republicans outnumber the Democrats 13 to 8 in this body, and most experts believe it will be impossible for the minority to make up the difference this year. But some significant challenges in several races in 1996 will take place:

State Senate District 3

The incumbent senator, Republican Sue Lowden, will have her hands full during this election. The Democrats have recruited an intelligent and well-spoken candidate in Valerie Wiener, an author and media-training expert. As if that wasn't enough, the district has a Democratic voter majority and the Culinary

Union has cranked up the heat on Lowden, who they see as anti-union. They have organized several walks for Wiener and will energize her get-out-the-vote effort.

State Senate District 5

Democrat Steve Sisolak wasn't successful in his first run for this seat against Sen. Bill O'Donnell. But he has another chance against Sen. Ann O'Connell. Sisolak wasn't at first excited about running again in a district where Republicans outnumber Democrats by more than 4,000 votes. But polls taken just before the close of filing showed he could beat O'Connell, and he made the jump just before the deadline.

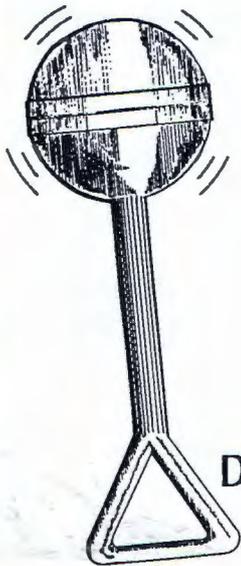
Nevada State Assembly

The Assembly was divided evenly, 21 to 21 in 1995. Despite fears of major gridlock, both sides worked together quite well and avoided major confrontations. But neither side would like a repeat of that session, and are trying hard to unseat incumbents and regain seats lost in the 1994 election.

At the outset, the Republicans would seem to have the most work ahead of them. A few of their incumbents, including Thomas Batten, Jan Monaghan and Dennis Allard, decided not to run for reelection. Couple this with the fact that several of the current incumbents won their '94 races in largely Democratic districts, and it shows that G.O.P. leadership has an uphill battle in 1996.

In District 1, former Assemblyman Tom Collins appears to have the upper hand against his eventual Republican opponent (as of press time, the Assembly 1 race on the Republican side had not been decided, with Jeff Knight and Anne DiMartini still facing special elections due to voting errors). Gene Segerblom is running strong in Assembly 22 against former Boulder City Mayor Iris Bletch, but the district is considered strongly conservative giving Bletch an edge.

Democratic Governor Bob Miller has made it a goal to take back at least one house for his last two years in leadership. And with a 70 percent to 75 per-



Don't let infertility problems rattle you.

You're trying to have a baby, but it just isn't happening. And, as a result, you may be experiencing anxiety, frustration and stress.

So, set up an appointment with Dr. Bruce Shapiro, the only subspecialty board certified infertility physician in Las Vegas. He can help you become a parent.

DR. BRUCE SHAPIRO, M.D., FACOG

The Fertility Center of Las Vegas provides a comprehensive, progressive program to diagnose and treat both female and male-factor infertility.

Before you let go of your dream, call us.

(702) 369-1777

1810 E. Sahara Avenue, Suite 2
Las Vegas, NV 89104



Feel Fall's Chill Coming On?

Try burning a few calories.

Fall. It's an easy time of year to enjoy, but with all those football games on TV, it's a hard time to stay in shape. Exercise Equipment of Nevada has the perfect way to tune up while you tune in, at home.

With Diamondback's new 1000 Series recumbent and upright bikes, you'll be able to build stamina and burn fat easily and comfortably. The Diamondback 1000ES electronic stepper offers the fluid performance of much more expensive machines. Its biomechanical design lets you train longer, minimizing the burning sensation that often occurs with less advanced machines.

And, at Exercise Equipment of Nevada, 90-days same as cash financing plus free delivery and set-up are available. Turn up the heat on Fall calories.

Come in today!



Exercise Equipment of Nevada

Nevada's Largest Exercise Equipment Dealer

4750 W. Sahara Ave., Ste. 3, at Sahara Pavilion Shopping Center, Las Vegas

258-4484

cent approval rating in most districts, he will be omnipresent this election year.

County Commission

Four seats are up for grabs, but two contests are all but decided. Incumbents Bruce Woodbury and Yvonne Atkinson Gates drew minimal competition, and have raised six-figure war chests; the other two districts are far from decided.

District C

Incumbent Paul Christensen is squaring off against newcomer Lance Malone, a Metro police officer. Christensen faced a bloody primary battle against Brooks Compton, but he won handily. Malone had only minimal primary competition.

At first, it seemed as though Christensen, who is on target to raise more than \$750,000, would have a fundraising edge going into the general election. But Malone has benefited from at least one casino owner, the Sands' Sheldon Adelson, who has given surreptitiously to his campaign through the Republican Party. The young policeman has six figures in his war chest to get his message out against Christensen. This year, yet another race that won't be decided until the last vote is counted.

District B

The most recent polls show Mary Kincaid with a comfortable lead over former Municipal Court Judge Gary Davis. The North Las Vegas councilwoman has a strong work ethic and won't stop her relentless grass-roots effort. But Davis is no stranger to hard work, and will put out more road signs than all candidates combined.

Davis has also been working to have the Supreme Court overturn his ouster as a judge, and some observers believe he could succeed. If he does, then it could hurt Kincaid's ability to attack him on that issue.

Obviously, the mood of the public will be the deciding factor in many of these races, but the way things look now, the Democrats may have cause to celebrate in November.

WestPark Plaza Galleria

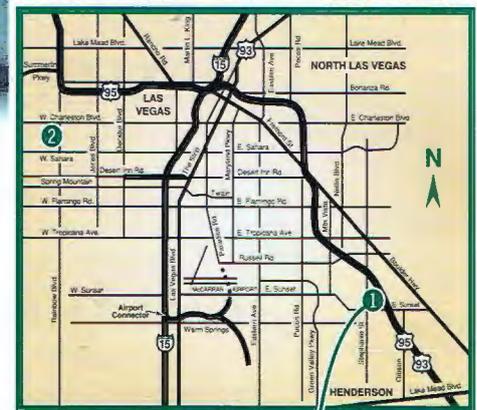
CLASS "TRIPLE A" OFFICE SPACE



ACCCESS – Located at the new Galleria at Sunset mall in Henderson, WestPark Plaza Galleria, provides tenants with great visibility and easy access from the freeway, Sunset Road and Stephanie Street.

AESTHETICS – The project's modern design includes the extensive use of marble and glass, lush landscaping, dynamic entryway and unique architecture.

AMENITIES – A generous tenant improvement package, abundant parking and high-tech security are just a few of the many features of WestPark Plaza Galleria.



2 Serving the West Valley:
WestPark Plaza Rainbow



**WESTPARK PLAZA GALLERIA IS ALREADY 50 PERCENT PRE-LEASED.
MEDICAL AND PROFESSIONAL SPACE IS CURRENTLY AVAILABLE ON A FIRST-COME, FIRST-SERVE BASIS.**

For Leasing and Purchase Option information:
LYLE BRENNAN & ASSOCIATES (702) 592-4098 ▶ (702) 731-9007

QUESTIONS ABOUT SOUTHERN NEVADA?

The 1996 *Las Vegas Perspective* provides the answers. The 80-page four-color book, hot off the press, provides a complete profile of Southern Nevada.

Presented in an easy-to-read format, the facts and figures published in the *Perspective* were compiled from a community-wide survey conducted by the University of Nevada, Las Vegas.

CHAPTERS IN THE BOOK INCLUDE:

DEMOGRAPHICS

LIFESTYLE • RETAIL

BUSINESS & INDUSTRY

REAL ESTATE • TOURISM

A COMPANION VIDEO IS ALSO AVAILABLE.



BOOK:

\$25

Quantities are limited, so pick up your copy today at the following locations, or call Nevada Development Authority for mail order information:

VIDEO:

\$16

791-0000

LAS VEGAS CHAMBER OF COMMERCE
711 East Desert Inn Road

NEVADA DEVELOPMENT AUTHORITY
3773 Howard Hughes Pkwy, Suite 140 South

LAS VEGAS REVIEW-JOURNAL
Cashier's Office • 111 West Bonanza Road



Reviewed by
David Hofstede

Furnace Creek Inn and Ranch Resort

1 Furnace Creek Blvd.,
Death Valley, Calif.; (619) 786-2307

Okay, maybe it doesn't seem right to inaugurate a column about cool stuff with a trip to Death Valley, where it's 131 degrees in the shade during summer. But the Furnace Creek Inn and Ranch Resort is a popular oasis amidst miles of rugged, colorful desert. Millions of years ago, the entire area was part of the Pacific Ocean. Today, the only reminders of this ancient era are the water hazards that come into play on ten of the 18 holes at the lowest (214 feet below sea level) golf course in the world. Palm and Athel trees, imported from the Middle East in the 1920s, line the fairways and accentuate the breathtaking views of the surrounding desert, now a part of Death Valley National Park. After golf, relax in the natural thermal spring water pool, or head for the lighted tennis courts. Best of all, after the two-hour drive from Las Vegas, where you have to sell your car to afford greens fees, you can play a round of golf for 40 bucks. And that's cool!

Fog City Diner

325 Hughes Center Dr.,
Las Vegas; 737-0200

Opened in San Francisco in 1985, and in Las Vegas ten years later, the Fog City Diner gained a national reputation by not taking American Express. But if the television commercial for Visa brought customers in, it was the menu created by executive chef Cindy Poulson that brought them back. The "diner" designa-



Fog City Diner

tion suggest informality; but inside, the mix of mahogany wood, chrome and onyx seem more suited to a gourmet restaurant. So which is it? "Both," said general manager Brian Harms. "People in shorts and t-shirts can come in for a

"People in shorts and t-shirts can come in for a beer and a burger and, in the next booth, people in three-piece suits can dine on oysters on the half-shell and champagne."

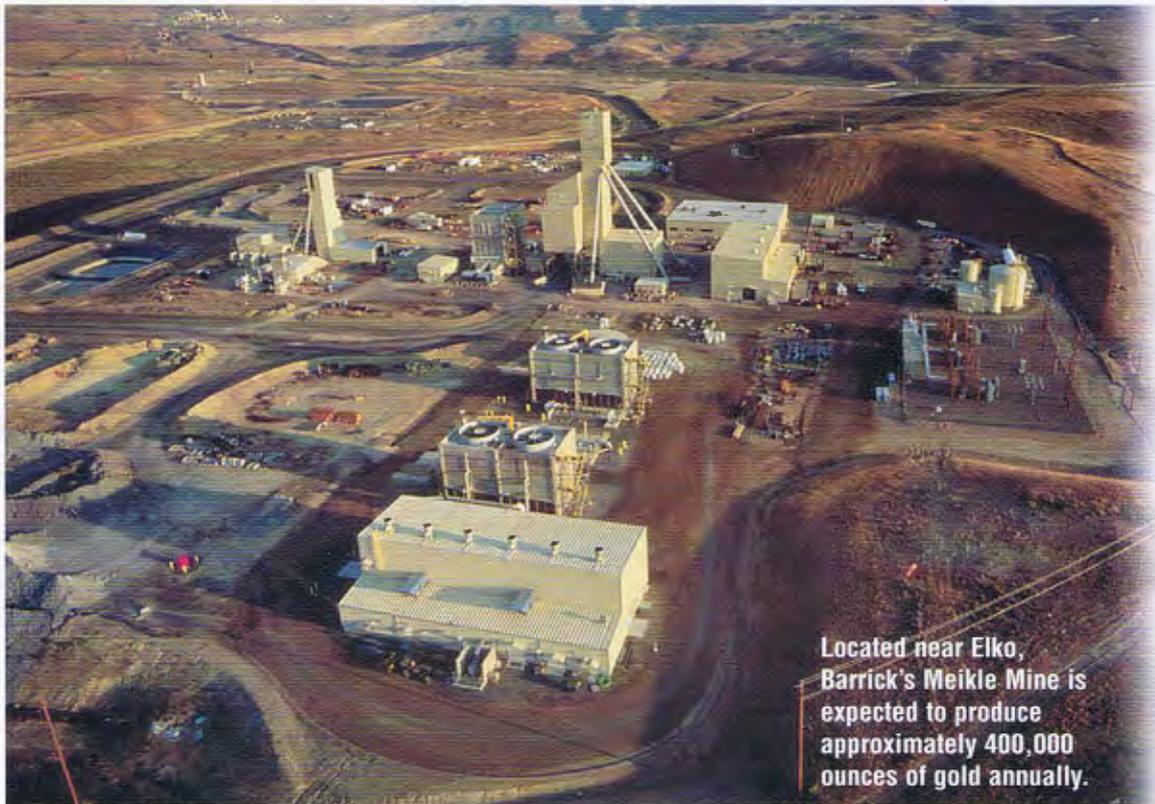
beer and a burger and, in the next booth, people in three-piece suits can dine on oysters on the half-shell and champagne." At Fog City Diner, the chili dog and the grilled chicken Muffaletta exist side by side in harmony. Dessert choices range from banana splits and black cows to a lemon and vanilla bean creme brulee. The influence of the City by the Bay has not been forgotten; the North Beach spaghetti is a popular choice, and any

dish on the menu can be ordered with Rice-a-Roni, the San Francisco treat.

Lexus LX-450

Fletcher Jones Lexus, 3130 So. Rancho,
Las Vegas; (702) 364-2727

Sport-utility vehicles are the fastest growing segment of the automobile industry. Lexus entered the market with the LX-450, introduced last year. The body design is based on the Toyota Land Cruiser, but a longer roster of standards and accents of Lexus luxury inside and out justify the \$48,450 list price on a 1997 model. There's a 30 percent softer spring rate in the suspension, to ease the ride on those off-road excursions, and a living room-comfortable cabin featuring high-grade leather seats, wood interior trim, and a sound system with a bass subwoofer and six-disc CD changer in the console. "The demand for the LX-450 has been extremely high," said Ron Giger, sales manager at Fletcher Jones Lexus. "Dealers across the country have reported a tremendous response. We've been sold out for months at a time." ■



Located near Elko, Barrick's Meikle Mine is expected to produce approximately 400,000 ounces of gold annually.



Meikle Mine's state-of-the-art technology maximizes productivity.

A Modern-Day Gold Mining Boom

by Sandy Miller

Christening of Barrick Goldstrike's Meikle Mine

In the mid-1980s, miners found a way to retrieve the microscopic gold that filled Eureka County's Carlin Trend. The result was a modern-day gold rush which has made Nevada the fourth-leading gold producer in the world.

The grand opening Sept. 21 of Barrick Goldstrike's new Meikle Mine, a \$180 million operation located in Elko County, ushered in a new era in Nevada gold mining. Barrick's newest baby is expected to produce more than 400,000 ounces of gold a year, making it the largest underground producer in the United States.

Plenty of pomp and circumstance preceded Meikle's christening, including visits to the mine by former President

George Bush and former Canadian Prime Minister Brian Mulroney, who both sit on Barrick Goldstrike's advisory board.

Meikle is located in the heart of the Carlin Trend, a region of northeastern Nevada that contains some of the richest gold deposits in the world with reserves of 6.6 million ounces. Because the gold deposits begin more than 800 feet beneath the surface and extend to approximately 1,900 feet, Barrick chose to mine the ore body through an underground complex centered around an 18-foot diameter production shaft. Miners will excavate stopes throughout the well-defined ore body, refilling areas of rock once the ore has been removed to maintain the area's structural integrity.

The new underground mine boasts some of the most modern technology,

according to Meikle Mine Manager, Rod Pye. The mine is equipped with an \$18 million cooling system that pumps 40-degree air throughout the mine at 600,000 cubic feet per minute to help cool the underground temperature which can sometimes reach 140 degrees. The automated loading pockets and hoist system will allow Meikle to produce 2,000 tons of ore per day.

Barrick has recruited a skilled work force of more than 200 people to run the area's first underground shaft mining operation and Elko County will benefit significantly from tax revenues generated by the new operation.

Gold Mining and the Nevada Economy

Nevada's mineral-rich landscape has made mining the state's second largest industry, generating almost \$140 million in tax revenues each year.

Nevada produces about 64 percent of the gold in the United States and about 9 percent of the gold in the world. According to the Nevada Mining



Powerful and precise exploratory drills create stopes from which the gold-laden ore is withdrawn

Gold is poured into brick molds at Barrick's Goldstrike processing center.

Association, more than half (53 percent) of Nevada's gold is produced in Elko and Eureka Counties.

Nevada's thriving mining industry has made significant contributions to the state's continuing economic growth. Total state and local taxes paid by the industry increased nearly 25 percent in 1995, from \$113 million to \$138.1 million.

Another precious resource produced by Nevada's mines is employment – 60,000 jobs, to be exact. All told, the mining industry contributed a total of about \$1.75 billion to Nevadans' personal incomes in 1995. Nevada mines directly employ more than 13,700 people who together earned nearly \$600 million in pay last year. The average annual salary is about \$46,280, according to Barrick Goldstrike.

Mineral production also provides hundreds of temporary construction jobs, for which mining and exploration companies are expected to spend nearly \$148 million this year. New employment is also generated by companies supplying goods and services to mining operations. "The industry has been profitable to tire and fuel

dealerships, consultants, contractors and equipment suppliers throughout Nevada," said Russell Fields, an administrator with the Nevada Department of Minerals.

"Mining is our second largest industry behind gaming and tourism," Fields said. "Mines pay a significant amount in state and local taxes. Many of the companies have also participated in community projects to help with infrastructure, such as schools and housing. They want to make their communities a better place for employees and they want to be good corporate citizens."

There are close to 40 major precious metal mines operating in Nevada. The state's estimated gold deposits approach 132 million ounces – about 60 percent of total known U.S. gold resources. There are a number of gold mines in northeastern Nevada but the two major players are Barrick Goldstrike and Newmont Gold Company. Barrick Goldstrike produced about 2 million ounces of gold and 63,000 ounces of silver in 1995 and has approximately 23 million ounces of gold reserves, according to a report entitled *Major Mines in Nevada 1995*. Newmont

Gold Company produced 1.63 million ounces of gold and 188,000 ounces of silver in 1995 and has 20.8 million ounces in gold reserves.

Newmont has four operating underground mines – Carlin East, Carlin Main, Deepstar and Rain. In addition to Barrick's new Meikle Mine, the company also operates the Betze-Post open pit mine, a mill and autoclave facility.

According to a report published last year by the Nevada Mining Association, 6.76 million ounces of gold worth \$2.6 billion were produced in Nevada and sold at an average price of \$384.18 per ounce. Mining companies possess nearly 132 million ounces in gold reserves which is sufficient to produce between 6 million and 7 million ounces per year for the next 20 years.

The United States is the world's second largest gold producer which translates into American jobs, investment and tax revenues. Since the 1980s, the domestic gold mining industry has created more than 80,000 high-paying jobs and billions in new revenues for the U.S. treasury, state and local governments. It's also

Nevada Mining Industry Fact Sheet

Gold Production: 6.76 million ounces produced in 1995
64 percent of U.S. gold production
Nine percent of world gold production
Nevada is the world's fourth leading gold producer

Gold Deposits: Demonstrated and inferred deposits total 132 million ounces (approximately 60 percent of total known U.S. gold reserves)

Operations: 38 plus major precious metals mines currently operating

Economic Impact: Direct Employment13,190 jobs
Total Direct Payroll . . \$620,295,100
Average Salary \$46,280 /year
Total Employment 60,800 jobs
Total Nevada Taxes . . \$141,205,000

poured billions of dollars into capital equipment purchases from manufacturers in more than 40 states.

The Mining Boom

The current mining boom is a result of technology that makes gold retrieval less costly, and a stabilization in the price of gold. During his second administration, Franklin D. Roosevelt fixed the price of gold at \$35 an ounce. In 1976, the U.S. government relinquished control of gold prices which triggered a dramatic increase. By 1980, gold had reached its all-time high – \$875 an ounce. Since then, the price for an ounce of gold has settled into a range between \$300 and \$500 – high enough to produce a sustained boom.

The new technology revolves around cyanide. Before, gold ore was ground into a fine powder and milled in an expensive process that required high concentrations of gold to make it profitable. The new process is called heap leaching, in which low-grade ores are piled and sprayed with a solution of cyanide. When the liquid trickles out of the pile, it carries gold with it. The



7350 Prairie Falcon Road • Phone: 255-1211 • Fax: 255-4361

Full Service Commercial Web Printer

We produce a quality product, provide excellent service, and offer exceptional turnaround time at a competitive price. We're one of Nevada's largest volume printers, printing over one billion pieces a year. Contact one of our account executives to set up a tour of our plant.

MAC Printing is growing with Las Vegas and you!



process is cheap and it allows production from ore bodies once considered too meager to mine or even locate. The cyanide trickles through the ore, combining with the gold, and sinks to the bottom of the heap. It safely drains into a collection pond, where the cyanide is pumped out, and the gold is separated. The cyanide is then recycled.

Mining and the Environment

Environmentalists are concerned not only with the damage to the land, but also with more hidden dangers. Chemicals used in mining can leach into the groundwater and poison trout streams. As mines dig deeper into the ground, they siphon off much-needed water from nearby aquifers. Mines have also jeopardized a mule deer migration corridor in the Carlin Trend.

But modern-day miners strive to act in an environmentally responsible manner, according to the The Gold Institute, a worldwide association of suppliers of gold and gold products. Today's mining companies go out of their way to protect wildlife, reclaim mined land and employ new technologies to make operations environmentally safe.

The gold industry of the '90s is subject to a broad range of state and federal laws and regulations regarding mine operations. Mining companies must file detailed reclamation plans which must be approved by the government before mining even begins. Many mining companies also participate voluntarily to make mining more environmentally sound.

Newmont Gold Company is reclaiming or improving more than 40,000 acres of upland and 1,983 acres of riparian habitat in Northern Nevada to demonstrate that mining, ranching, recreation and natural resource preservation can exist simultaneously. Water development, grazing management, creek bank stabilization and fencing will create 62 miles of riparian habitat along the Maggie, Boulder and Susie Creek Basins. Newmont has made commitments to this project into the next century.

Newmont has also reseeded many acres of wildfire-damaged rangeland to



Chill Out!

FHP LIFE HAS THE ANSWER TO YOUR DREAMS.

Group Term Life/AD&D coverage at better than competitive rates.

For groups of 10 or more employees which meet FHP Life Insurance Company's underwriting guidelines, we are now offering the following program:

- FHP Life will beat any bona fide competitive quote or in-force plan design by 10%.
- FHP Life will guarantee that rate for 3 years.
- FHP Life will simplify the enrollment process.

For more information please call your FHP Sales Representative, your insurance broker, or call FHP Life directly at:

(800) 347-4225

FHP
Life Insurance
Company

A.M. Best Rated A- (Excellent)

1004 CS (5/96)

LEARN PRACTICAL SELF DEFENSE

WE HAVE A PROGRAM TAILORED JUST FOR YOU!

Take our Executive Course and learn how to handle 26 potentially dangerous situations

Confidence Development • Stress Relief • Healing Therapy
Individually Tailored Programs • Private Lessons

MEN • WOMEN • CHILDREN

A Academy of Kenpo Karate

3025 E. Desert Inn Rd. • Ste 7 • Las Vegas, NV 89121 • 733-7788



CUSTOMER SERVICE It's our specialty.

Imagine an entire team of professionals dedicated to one task: helping your business reach its goals. At Sun State Bank, we put our customers first to ensure *100% Customer Satisfaction*. Come to Sun State Bank for fast, efficient and personal service. Locally owned and operated, we're Sun State Bank, your neighborhood community bank.

- ◆ 100% Equipment Financing
- ◆ Courier Service
- ◆ Commercial Loans
- ◆ International Letters of Credit
- ◆ SBA Lending
- ◆ Payroll Services

**Sun
State
Bank**

702-364-2440

Serving Nevada Businesses Since 1982



Headquarters/Main Office

4240 W. Flamingo Road
Las Vegas, NV 89103

Reno Regional Center

580 East Plumb Lane
Reno, Nevada 89502



Western Technologies Inc.

The Quality People
Since 1955

ENGINEERING, CONSULTING & TESTING OF
ENVIRONMENTAL, GEOTECHNICAL & CONSTRUCTION MATERIALS

TEL 702-798-8050
FAX 702-798-7664

3611 W. TOMPKINS AVE.
LAS VEGAS NV 89103

R.G. STONE JR., P.E.
DIRECTOR

re-establish its use as a grazing area for mule deer. The company has also taken other land and seeded it with native grasses and shrubs. The TS Ranch, acquired in 1982, sits on nearly half of the 685 square miles of land owned by Newmont along the Carlin Trend. In 1994, the ranch exported 8,000 tons of hay to California and Japan and maintained a herd of 7,000 head of cattle, selling 1.5 million pounds of beef.

Barrick Goldstrike claims that environmental protection has been an integral part of the company's development since its beginning. The company practices land reclamation programs concurrent with mining operations. Barrick has programs to re-establish permanent ground cover by contouring land, replacing top soil, adding nutrients and fertilizer and replanting seeds to restore the native flora.

The company said it is committed to restoring ecosystems to a condition that equals or surpasses that which existed prior to development. The company works closely with the Nevada Division of Environmental Protection and the Nevada Division of Wildlife to ensure wildlife is protected during mining. Barrick has sponsored a project to enhance habitat for deer and other wildlife and is also working to restore the degraded banks of the Mary's River to make it habitable for the threatened Lahontan Cutthroat trout.

Mining Laws and Regulations - The Future of Mining

Under an 1872 law, miners had free rein to dig up the West to feed their hunger for precious minerals. Now, Congress is considering overhauling the law. Many believe that 19th century laws shouldn't be setting policies for 21st century miners.

The General Mining Law of 1872 set mining rights above all others, allowing miners to take hard rock minerals like gold from federal lands without paying royalties, and permitting them to patent (buy) public lands for as little as \$2.50 an acre after which the mining companies could sell or lease their holdings.

Last year, Congress approved mining law reform legislation that included imposing a 5 percent royalty and other fees on hardrock minerals. It also required mining companies to pay fair market value for public lands used for mining. But the legislation was vetoed by the President. The reforms envisioned by this Administration are much more drastic. The main points of contention regarding mining reform are a production royalty based on net profits, paying fair market value for the surface of patented claims, small operator exemptions, valid existing rights and claim rental fees. Many believe the U.S. Department of the Interior is intentionally stalling the processing of mining permits and Environmental Impact Statements (EISs). According to the National Mining Association, 50 mining plans have been delayed for over a year and 30 EISs are inching along, contributing to the \$30 million mining companies have already lost because of delays.

These delays in the approval of pending gold mine permits threaten the long-term viability of the U.S. gold industry, according to a study released by Michael

Evans, professor of economics at the Kellogg School of Management at Northwestern University. The time-consuming permitting process – usually averaging four to five years – forces companies to reduce investment in exploration and mine development in the U.S. and encourages overseas activity, according to the study.

The study showed that last year, gold employment had fallen 18 percent from its peak and because of the long lags involved in gold mining exploration, the declines are just a tip of the iceberg since production has not yet begun its decline.

The report, financed by the Gold Institute, shows that if the current regulatory and legislative climate remains unchanged, by the year 2006:

- Annual investment in the U.S. gold mining industry will decline from \$423 million to \$317 million.
- The net loss to the federal government will be \$1.24 billion, with a net loss to state and local governments of \$353 million.
- The decline in gold production will cause a loss of 9,500 jobs in the gold

mining industry, and an overall loss of 41,600 jobs in related industries.

- The U.S. trade deficit will increase by \$1.6 billion due to decreased exports of gold.

Because mining has a such huge economic impact on the state, it's unlikely companies, or their employees and stockholders will easily accept changes in the law that might threaten their paychecks or their dividends.

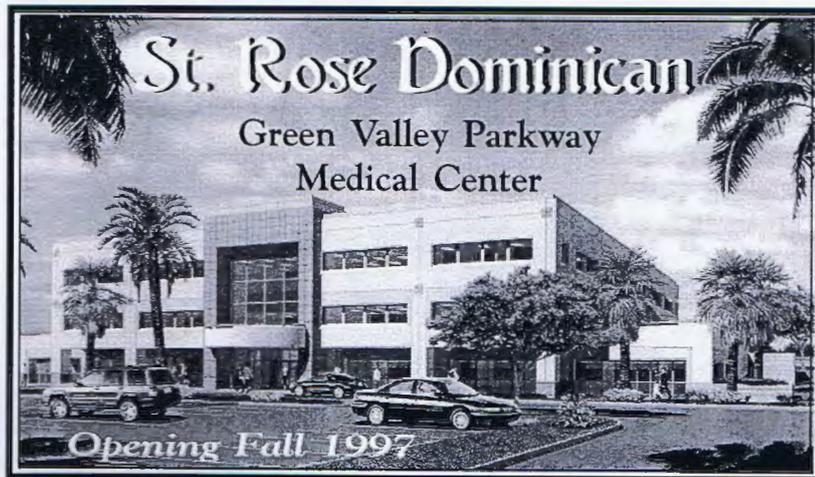
Faced with an uncertain legislative climate, gold producers and investors may search out more hospitable environments outside the United States. The world demand for gold is on the rise and countries outside the U.S. are offering major tax and regulatory incentives to American companies for their technology and know-how. Investment in South America and East Asia has risen dramatically while investment in exploration and mine development in the U.S. has declined in recent years.

However, with more intelligent regulation, investment could rise 70 percent, production could rise nearly 50 percent and the U.S. could overtake South Africa as the world's leading gold producer. ♦

A Healthy History...



A
Healthier
Future...





Reward Yourself With the Best!

There's no stopping you now... You work hard and you deserve the best body, best health and best peace of mind! Reward yourself with a membership at Las Vegas Sporting House!

For a Limited Time - 70% OFF Your Enrollment Fee

- | | | | |
|--|--|---|---|
| <p>-----AEROBICS
 50 Plus, Classes Per Week
 First in Nevada, Sporting
 House Cycling by Reebok
 Tai Chi • Yoga •
 Meditation • Step
 Fitness Wear & Foot Wear
 Car Detailing</p> | <p>-----SPORT CENTER
 Racquetball Courts
 Basketball
 Squash
 Tennis
 Sand Volleyball
 Running Tracks
 Indoor & Outdoor Pools</p> | <p>-----STATE OF THE ART
 FITNESS CENTER
 Free Weights
 Circuit Equipment
 Stairmaster
 Lifecycles
 Treadmills
 Transports</p> | <p>-----PERSONAL LUXURIES
 Complete Hair & Nail Salon
 Massage & Facials
 Private Steam, Sauna &
 Jacuzzi • Tanning Beds
 Personal Trainers
 Dry Cleaning
 Free Child Care</p> |
|--|--|---|---|

65,000 Sq.Ft. of Nevada's Finest Family Facility Including a 24-Hour Restaurant & Lounge

CORPORATE MEMBERSHIP RATES AVAILABLE NOW! CALL 733-8999

Las Vegas • Open 24 Hours a Day • 7 Days a Week
SPORTING HOUSE
 3025 Industrial Road, Behind the Stardust Hotel

Managing Today's Medical Practice

by Jack London

Healthcare has undergone a revolution that has changed every aspect of the practice of medicine. The emergence of HMOs (health maintenance organizations), EPOs (exclusive provider organizations), PPOs (preferred provider organizations), and IPAs (independent physician associations) are just a few of the challenges facing today's physicians.

These organizations may present challenges, but they are an absolute necessity to the practice of medicine. In Southern Nevada today, the HMO penetration into the managed care marketplace stands at around 18 percent compared to a Los Angeles penetration of 50 percent.

Nevada physicians must prepare for the future by working more efficiently and effectively as fee-for-service rapidly becomes a thing of the past. It is absolutely essential for today's doctor to be board certified since many managed care plans only contract with physicians who have this certification. This means that even though your family physician of 20 years is licensed to practice medicine in the state of Nevada, his or her eligibility to practice for your company's health plan may be denied if he or she has never received board certification.

In the contemporary highly-competitive world of medicine, a young physician cannot simply lease an office, hang a sign on the door, and expect new patients to beat a path to that door. Years ago, before managed care, HMOs and even Medicare and Medicaid, this young doctor would have experienced few obstacles on the way to developing a thriving practice. In today's marketplace, the practice of medicine has become the business of medicine.

Do you remember the last time you went to a new doctor for treatment and all the paperwork that had to be completed? Did you bring a claim form and your insurance card? Is this doctor on your health insurance list? Did you receive a referral to see this doctor if they

are a specialist? Do you know about the co-payment and deductible required at the time of treatment? Does your treatment even qualify for coverage under your health plan? Does your treatment fall under a pre-existing condition?

These questions must be answered before physicians can apply for reimbursement for services rendered which can take up to 90 days from the time it is billed until the time it is received.

Fees are discounted with some plans paying 30 cents on the dollar. To many physicians, it seems their fee is the only one going down. Health insurance premiums increase ten to 25 percent annually and malpractice insurance has escalated beyond reason. A family practitioner can expect to pay \$12,000 to \$18,000 annually for malpractice coverage. And, they are getting off easy compared to a specialist such as an obstetrician/gynecologist or cardiologist who pay \$60,000 and above each year for coverage. Additionally, office staff, rent, supplies, insurance, taxes and other liabilities all contribute to the expensive practice of medicine.

The next time you visit your physician, look around and note the changes. Notice the managed care signs that remind you of your co-payment and the many full-time employees processing paperwork. Even the standard office equipment has changed. Most offices require a bulk mail machine to accommodate the required correspondence to managed care organizations.

It is clear the practice of medicine will never be the same. While most physicians would prefer to treat patients, they must become savvy business people to survive in today's changing environment. ♣

Jack London is president of Practice Management Group of Nevada, a Las Vegas based physician management service organization with clients in five western states and three European countries.

SIIS

State Industrial Insurance System

"Insuring a Safe Nevada"



**We're here for
Nevada businesses:**

- Workers' Compensation Benefits
- Policyholder Services and Information
- Managed Care Organizations
- Loss Control Prevention (On-site Evaluations, Training Class Schedules)
- Appeals and Hearings
- Legal Services
- Ombudsman Assistance
- Drug Testing in the Workplace
- Work Re-entry Program

(702) 687-5220

Toll-free in Nevada:
1-800-553-5115

All training and policyholder services are free to SIIS-insured employers.

Financing a Business Expansion: No time to honor tradition

Sooner or later, all growing businesses reach the point where they need to raise funds for expansion. According to the Nevada Society of CPAs, the key to financing the growth of your business is willingness to try both traditional and not-so-traditional ways to find capital. Here's a rundown of some ideas to get you started.

Look to Your Nearest and Dearest

Many of the most successful companies would not have been created in the first place had it not been for the financial backing of friends and relatives. Of course, borrowing from relatives and friends can get sticky. If you decide to go this route, be sure to have a written agreement that clearly spells out the terms to which you and your benefactors have agreed. And be sure you don't set the interest rate too low or the Internal Revenue Service (IRS) may recharacterize the loan in order to infer interest at the statutory federal rate. This situation also may result in gift tax consequences.

Cash In or Borrow From Retirement Funds

Consider cashing in the retirement plan you took from your last job or withdrawing money from your Keogh account. But be aware that you'll be required to pay income tax on all funds you withdraw, and also be subject to a 10 percent penalty if you are under age 59 1/2.

If your spouse has a 401(k) plan at work, a better alternative might be to borrow against the plan. Employers' rules vary, but you usually can borrow the lesser of one-half of the present value of your vested benefits, or \$50,000. Gener-

ally, you'll need to repay the loan within five years, and if your spouse quits or loses his or her job, you'll probably have to repay the loan all at once.

Apply for a Home Equity Loan or Line of Credit

A good source of income for your business can be as close as home — that is, a home equity loan or line of credit, or even the refinancing of your mortgage. Qualifying is relatively easy, and you generally can borrow up to 80 percent of the equity in your home. The downside is you could lose your home if the business fails and you default on the loan.

Approach Your Suppliers

Trade credit from suppliers is a short-term source of funds that is often overlooked by small businesses. If you're an established firm that needs money for the short term, consider asking your supplier to ship inventory or manufacturing materials and to allow you 60 or 90 days to pay for them.

Try the Small Business Administration

The SBA offers several categories of loans, most of which fall under the SBA Guaranteed Loan Program. Proceeds can be used as working capital or to purchase inventory or equipment. These loans work like bank loans except you must have already been turned down by a bank to qualify. However, be prepared for a tedious and time-consuming application process.

Reach for an "Angel"

The term "angel" is used to refer to a wealthy individual with excess cash to

invest in new or growing companies. In addition to providing cash, your angel acts as a guardian watching over you and your business. But finding an angel can be tough. Start by getting the word out through lawyers, CPAs, bankers and local business people you know.

Check Out Government Sources

Small business investment programs and economic development corporations sponsored by state and local governments are often overlooked sources of financing. When seeking funds from these groups, be prepared to discuss how your business will benefit the locality.

Consider Factoring

Factoring allows you to use your accounts receivable to raise cash. You go to a factor — a lender that actually buys your accounts receivable at a discount and takes on the task of collecting the receivables from your customers. Typically, the factor might advance your company between 60 percent and 80 percent of the cash value of your invoices, depending on how old the accounts receivable are, who owes you, and how long you've been in business. Be aware that a factor typically charges a higher rate of interest than other more traditional lenders.

But all told, perhaps the most important factor in raising capital for business expansion is persistence. If one source turns you down or offers you unfavorable loan conditions, move to the next one on your list. 

Prepared by members of the Nevada Society of Certified Public Accountants.



CUTTING EDGE

by Randall Putz

ISDN...Faster than a speeding bullet

I know, I know. Just what you need – another acronym in your life. But what if four simple letters could increase your modem connection speeds to your office or the internet by five, ten, or even 35 times? Or allow you to talk on the telephone and connect to your favorite online service at the same time over a single phone line? Or bring low-cost video conferencing right into your home? Phone companies around the country have begun offering such digital delights and they spell it I-S-D-N.

Integrated Services Digital Network (ISDN, for short) promises to bring your POST (plain old telephone service, for long) into the 21st century. Today most telephone connections in homes and businesses are of the analog variety and subject to all sorts of line noise and static. You've experienced this with a bad connection when voices crackle and drop out. During a conversation it's easy to ignore this distortion since you can usually fill in any gaps automatically based on context. But computers sending data over analog phone lines have more trouble with line noise and must slow down their connections to insure reliable transmission. ISDN's digital lines are virtually error free, which means that transmission delays caused by line noise in today's modem connections are no longer a problem.

The phone companies would want you to know that often overlooked in the

excitement of faster, more accurate data transmissions is the fact ISDN represents the next generation of voice telephone service. The technology provides absolutely quiet, clear worldwide conversations every time, plus a host of powerful call management and call handling capabilities. That's all fine and good, but it is in the realm of high-speed data transmissions that ISDN has its brightest future.

ISDN replaces today's slow modem technology with speeds of up to 128 kbps (kilobits per second) before compression. With compression, speeds of 256 kbps to 1,024 kbps – more than a megabit per second – can be achieved. In the online world, that is very fast, peaking at 35 times faster than today's typical modem connection. With this kind of speed, a whole new arena of video, sound and networking applications opens up. Telecommuting becomes more practical and less painful. Internet web pages pop up with euphoric speed. Widespread video collaboration becomes possible. Files download in minutes instead of hours. Backup bandwidth for busy networks becomes available inexpensively and on demand.

ISDN service comes in two flavors – basic and primary. Basic ISDN service consists of one or two B (bearer) channels and one D (delta) channel. Each bearer channel transports the digital voice, data or video information at 64 kbps, while the

delta channel handles call set-up and control. A single ISDN line can serve as many as eight devices such as digital telephones, facsimiles, desktop computers, or video units. And depending on the configuration, many of the ISDN devices can be used simultaneously.

Primary ISDN service is the same as basic service, with just more bearer channels – 23 total. Because of its higher available bandwidth and higher cost, primary service is limited to specialized business networking uses.

In most cases, the same copper wires used today for plain old telephone service can be used successfully for ISDN, meaning most homes and offices are ISDN-ready now. But ISDN service is not yet available in all areas, so you will want to confirm with your phone company that it's in fact available where you need it.

We're fortunate here in Nevada, where costs can make a digital connection very attractive. Local monthly service for basic ISDN runs around \$40 and installation typically runs less than \$200. Some phone companies have nominal charges for local usage, while some include it in the flat monthly fee. Long distance charges still apply and they typically run double the cost of regular long distance service. You will also need a special digital modem, or more correctly an ISDN terminal adapter. That will set you back \$300 to \$500.

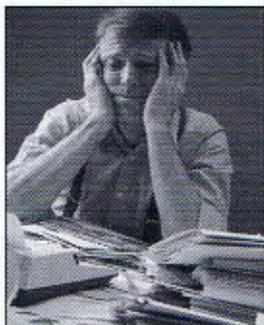
"Is it time to change your current MCO?"

Please write the number of injured employees you had last year in the box provided.



Multiply that number by the average salary of all employees.

Multiply that number by the number of days the employees were off the job.



Multiply that number by the number of times you've been aggravated by your current MCO.



This should all add up to 638-5000.

{ That's the number to Med One Works. }

Med One Works is not just a workers' comp program, it's an integrated network of services designed to get your injured employees back to work as quickly as possible. Med One Works is a vast network of convenient, accessible providers, thorough case management for the injured employee, and a consulting firm which will make your workplace even safer. It all adds up. Choose Med One Works.

MED ONE Works

A WORKERS' COMPENSATION MANAGED CARE ORGANIZATION

A single ISDN line can serve as many as eight devices such as digital telephones, facsimiles, desktop computers, or video units.

And finally, you will have to configure your new digital line correctly with things like a Service Profile Identifier (SPID), which is simply a regular ten-digit phone number with some extra ones at the end to identify multiple ISDN devices. Your phone company can assist you with the process, but if you are technologically squeamish, you might consider one of the turnkey packages available from equipment vendors of internet service providers. These packages cost more, but usually take care of all ordering, configuration, and installation. Most guarantee to get you up and running, thereby saving time and money in the long run.

Yes, the cost and effort is more than an additional phone line you might add for a chatty teen, but remember we are talking digital here. The technology provides pure streaming data typically ten times faster than a typical analog modem connection - in a world where time is money - and speedy data transfers can make good financial sense. Or, at least be extremely pleasant. 

Randall Putz is the Director of Technology at R&R Advertising in Las Vegas and heads up their Marketing Technology Group.

DRC

Diplomate American
Board of Physical
Medicine & Rehabilitation

Desert Rehabilitation Center

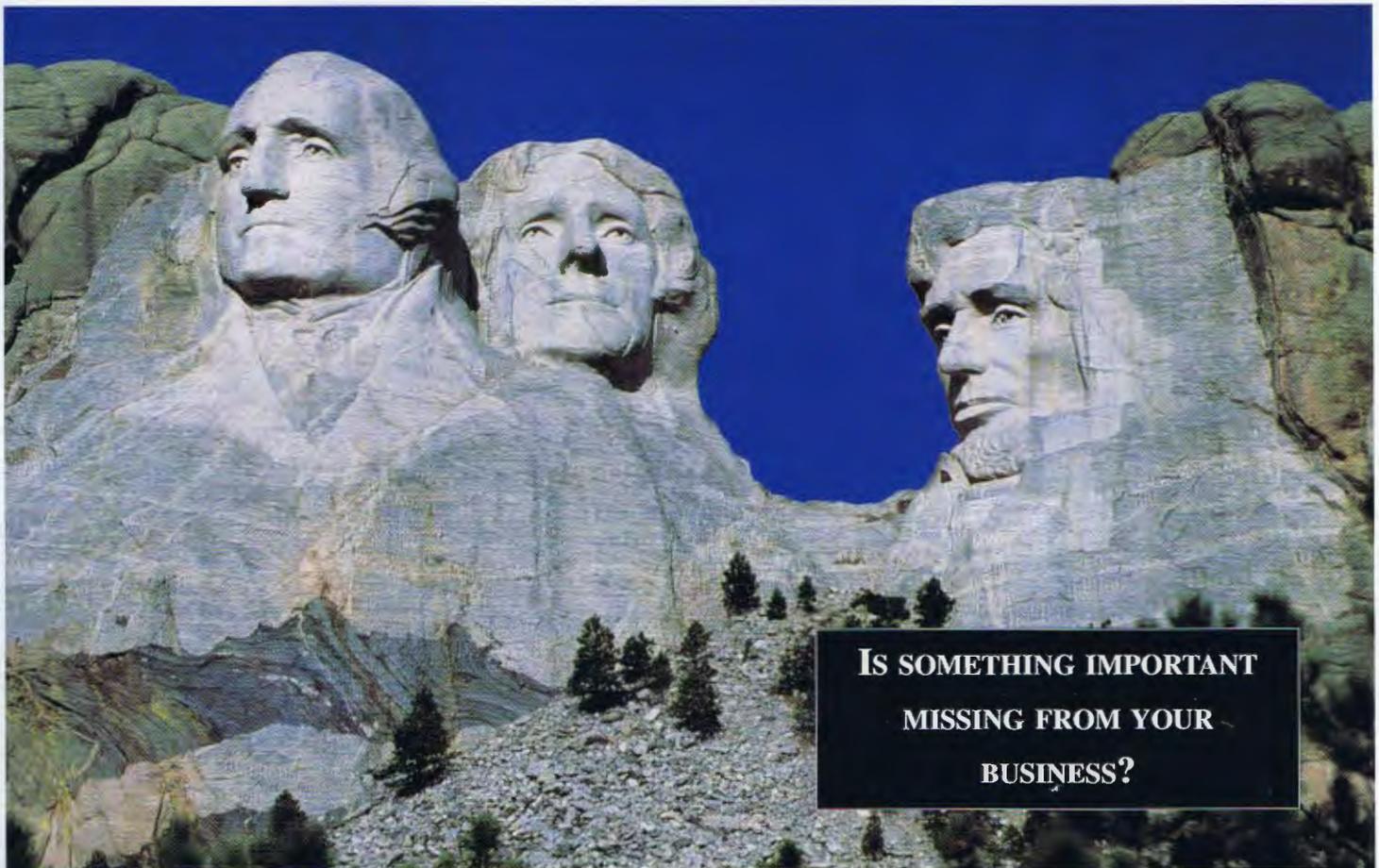
SAMUEL A. WISE, M.D.

Spinal Cord Injury
Adaptive Computing

Electro Diagnosis
Performance Medicine

3201 So. Maryland Parkway, Suite 514
Las Vegas, NV 89109

Telephone: (702) 893-0800
Fax: (702) 893-0109



**IS SOMETHING IMPORTANT
MISSING FROM YOUR
BUSINESS?**

Don't let it be your bank! Without the right financial support your business could be missing a valuable tool. That's why you need a bank that can come up with timely solutions for each of your particular needs. At First Security Business Banking we understand you face new challenges everyday. With products like, lines of credit, equipment leasing, employee benefit programs, cash management, and international banking services, we can help you overcome any challenges.

First Security
Business Banking Services

For over 75 years we've been successful by helping our clients be successful. Our expertise has grown, but one thing has remained consistent – our dedication to 110% customer satisfaction. So, no matter what needs you may have, First Security Bank is right there with you. Because in business, you need all the allies you can get. Visit your nearest First Security Bank branch or call us at:

(702) 251-1100 ext. 544
Tom Needham



Member F.D.I.C.

Nevada

Nevada Briefs

Nevada Hospitals More Efficient

Nevada's six largest hospitals are streamlining operations and providing health care more efficiently according to the most recent *Nevada Hospital Quarterly Report (NHQR)*. "The amount of money received per patient by the 'Big Six' hospitals for providing hospital services continues its downward trend," reported Jeanette Belz, president of the Nevada Association of Hospitals and Health Systems. Preliminary data indicates a decrease in inpatient revenue per admission from \$6,774 to \$6,677 for fiscal years ending June 30, 1995 and 1996 respectively.

While the number of patients admitted to large hospitals rose, total operating expenses for treating these patients were held to a 3.8 percent increase from 1995 to 1996. Belz explained, "This means that hospitals were increasingly efficient which contributed to the rise in net operating income between the two years."

A look at national data reveals that the return on assets (ROA) for the six largest hospitals in Nevada was considerably lower than the average across the nation. The most recent national data (1994) showed an average ROA of 4.8 percent for large urban hospitals. By comparison, the Nevada average for 1994 was 1.1 percent and has climbed to 2.1 percent in 1996.



Using Acuson's new Sequoia™ 512 ultrasound system, a sonographer performs an abdominal scan.

Steinberg's Ultrasound Facilities Recognized

Steinberg Diagnostic Medical Imaging Centers (SDMI) were recently granted accreditation of their ultrasound facilities by the American College of Radiology. The accreditation program provided a comprehensive evaluation of SDMI's ultrasound services and measured the company against criteria and standards set by the American College of Radiology. As part of the accreditation, SDMI documented policies for quality control, safety, performance, infection control, exposure and medical emergency equipment. The initial accreditation is for three years.

State Economy Sends Mixed Signals

For the first time in years, Nevada's economic performance during the second quarter of 1996 sent mixed signals, primarily in its all-important gaming and tourism industries. According to the *Survey of Nevada Business & Economics*, a quarterly report produced by Comstock Bank, the statewide gaming win was up only 2.2 percent in the second quarter of this year. The Las Vegas Strip showed an

increase of 1.6 percent while Reno's gaming win showed a slight increase of 0.6 percent over the same period last year.

Community College Adds Instructors

The Community College of Southern Nevada (CCSN) recently hired 30 new instructors, 11 of which hold doctorates. The staff addition brings CCSN's teaching faculty to 210, a 40 percent increase over last year. Based on enrollment increases, projected continued growth to fiscal year 1999 and other indicators, CCSN expects to double its faculty to more than 400 by the turn of the century.

Med One Introduces New Plan

Med One Health Plan recently received Nevada State Department of Insurance approval for its Point-Of-Service (POS) plan. Med One POS3 offers three health care coverage and network options under one managed care program. The new plan allows members to choose an HMO, PPO or managed indemnity each time they access medical services. Additionally, employers can custom design their health plan by choosing from various copayment and coinsurance levels under each plan.

Northern Nevada Medical Center Achieves Top Accreditation

The Joint Commission on Accreditation of Health Care Organizations, in its latest inspection of Northern Nevada Medical Center, awarded the hospital accreditation with commendation – its highest level of accreditation.

According to Joint Commission national statistics, of 5,000 hospitals surveyed, just 12 percent receive commendation, requiring an inspection score of 90 or better with no significant recommendations for improvement. ♦

<http://www.naiop.org>

NOW YOU HAVE ACCESS TO COMMERCIAL REAL ESTATE'S PREMIER WEB SITE

inter active

When NAIOP broke ground in cyberspace, we built a fun and highly interactive site. One with a current information source for commercial real estate that is out of this world.

As a NAIOP Member, now you can access all the on-line capabilities of www.naiop.org and benefit from the Members-Only areas on NAIOP's Home Page.

Access the Membership Locator, and search NAIOP's central resource for information about every member on *this* planet.

Find accurate updates and quick answers to commercial **instantaneous**

hot topics through NAIOP's powerful Home Page links to other industry-related web sites.

Redefine industry networking through our Virtual Roundtables.

And get more information about NAIOP's products and services.

And the growing benefits of being or becoming a member.

communication

world wide

For more information on how to get access to <http://www.naiop.org> call (703) 904-7100, ext. 124.



The Forum for Commercial Real Estate

Invest In A Brighter Future For Nevada

Join the team to help pass Question 7

Yes on Question 7



Nevada's economic future will depend on diversification, economic growth, and employment opportunity. Currently our state is one of a handful which prohibits the use of state funds to assist private enterprise. This means that our neighbors have a distinct advantage when competing for business, jobs, and economic growth.

Passing Question 7 in November will change all that. It will give Nevada a fair playing field without raising taxes. Question 7 is good for business, good for the economy, above all, good for Nevada. That's why the legislature put it on the ballot and why groups representing diverse interests all support Question 7.

The passage of Question 7 will depend on the investments of people like you. Without a campaign the ballot question will fail. Please make your check payable to:

**Nevadans for Question 7
2950 E. Rochelle, Suite E
Las Vegas, NV 89121**

**For more information call:
1-800-200-3429**

Endorsed by:

Governor Bob Miller
Lt. Governor Lonnie Hammargren
State Treasurer Bob Seale
Nevada Association of Counties
Nevada League of Cities
Nevada State Education Association
Nevada Technology Council
Nevada Business Journal
Nevada World Trade Council
Nevada Alliance for Defense, Energy and Business
Nevada Manufacturers Association
Nevada Rural Economic Development Council
Nevada Development Authority
Northern Nevada Development Authority
Economic Development Association of Western Nevada (EDAWN)
City of Henderson, Economic Development Commission
Henderson Chamber of Commerce
Reno-Sparks Chamber of Commerce
Las Vegas Chamber of Commerce
National Association of Industrial Office Parks

Associated Builders & Contractors,
Northern Nevada Chapter
Builders Association of Northern Nevada
Retail Association of Nevada
University & Community College System of Nevada Board of Regents
Desert Research Institute
Dr. Joe Crowley, president, University of Nevada, Reno
Dr. Carol Harter, president, University of Nevada, Las Vegas
Kerry Guinn, president, The Guinn Agency
Hale, Day, Gallagher Company
Lockheed-Martin/Mountaingate
Southern Nevada Certified Development Company
R&R Advertising
American Bank of Commerce
Nevada Bell
Sierra Pacific Power

People on the Move

MCC Health Care, a managed care company headquartered in Las Vegas, has announced the hiring of **John J. Grady** as its new vice president, sales/marketing. Grady comes to MCC with over 25 years of experience in the insurance industry, having worked in senior level positions with several major insurance companies. His new responsibilities include the development and marketing of all MCC Health Care products and services.



Ted Wiens Jr.

Ted Wiens Jr., president of **Ted Wiens Tire and Auto Centers** of Las Vegas recently became the 71st president of the **National Tire Dealers and Retreaders Association (NTDRA)**.

As the organization's new president for the coming year, Wiens will be responsible for the overall direction and focus of existing and proposed programs implemented for the benefit of the membership.

The account services division in the Las Vegas offices of **R&R Advertising/The PBN Company** has added **Sharon Miller** as account supervisor. Miller joins R&R/PBN from Young & Rubicam New York, where she was a senior account executive managing an integrated account for 13 international U.S. Postal Service brands. Previously, Miller was a senior account executive with Grey Advertising and an account executive with The Food Group.

Judi A. Woodyard, CCIM, president of **Lee & Associates Commercial Real Estate Services**, has been appointed chairman of membership recruitment for the **Nevada Development Authority (NDA)**. Woodyard, with 15 years of commercial real estate experience, founded

Lee & Associates' first Nevada office in 1992. She will assist NDA, a non-profit economic development agency, in expanding its membership base in Southern Nevada.



Dr. Mark Hoepfner

Las Vegas surgeon, **Dr. Mark Hoepfner**, was recently appointed as the cancer liaison physician for **Sunrise Hospital's** cancer program by the Commission on Cancer of the American College of Surgeons. As the cancer liaison physician, Hoepfner's responsibilities include ensuring specific Commission on Cancer guidelines are met within the hospital's cancer program as part of its continuing accreditation process. This year marks the 15th year that Sunrise's cancer program has been accredited by the commission.



Melodi S. Magness

Melodi S. Magness has been named an account supervisor at **McNabb/McNabb/DeSoto/Salter & Co.**, an advertising and public relations agency. Her new role includes the management of key accounts for the agency. Magness joins MMDS from Domino's Pizza, Inc., where she served as corporate marketing manager for the western United States.

Photo Finish recently announced that **John Lee** has joined the photo lab as its sales manager. Lee's duties include overseeing sales and management functions and the supervision of all sales and customer service representatives.

U.S. Bank of Nevada has named **Marcia Conforti** as branch manager at its East Tropicana Branch in Las Vegas. Conforti has been with U.S. Bank for 13 years and has held a variety of positions including personal banker and loan officer. In her new position, Conforti will be responsible for customer service, new business development, consumer and business loan production and branch operations. 🍀

In Las Vegas, why pay for an ordinary hotel room when you can enjoy a spacious resort apartment for less?



Business & Pleasure Do Mix in Las Vegas!

- Extraordinary Corporate Housing -

- Fully-Furnished 1 & 2 Bedroom Plans
- Gated Community • One Block to The Strip
- Gourmet Kitchen, Washer/Dryer, Fireplace
- Assigned Underground Parking
- Health Club, Lighted Tennis, Racquetball, 2 Pools, 2 Spas
- Concierge Service, Conference Room, FAX, Photo Copy, Dry Cleaning, Maid Services
- Short or Long-Term Rental (30-day min.*)

As Low as **\$46*** per night



THE MERIDIAN

AT HUGHES CENTER 🏠

250 E. Flamingo Road • Las Vegas NV 89109

Telephone (702) 735-5949

The care you want.



Technology you can trust.

With a new facility and the very latest in state-of-art equipment and critical care technology Lake Mead Hospital Medical Center offers a new generation of health care for a new generation of Nevadans.

LAKE MEAD HOSPITAL MEDICAL CENTER
AN AFFILIATE OF ORNDA HEALTHCORP

1409 E. Lake Mead • North Las Vegas
702-657-5740
Physicians Referral 649-DOCS

NEVADA Business

Nevada's Only Statewide Business Magazine • Since 1985

1 9 9 7 E D I T O R I A L C A L E N D A R



January

Banking Review

Space Reservations: 12/1

Camera Ready Art: 12/9

NB will report on last year's significant banking news and provide insight into industry leaders' predictions for the coming year.



May

Construction/ Development

Space Reservation: 4/1

Camera Ready Art: 4/8

Major construction including office, warehouse, industrial, residential, and retail projects will be the focus for this month's edition.



September

Master-Planned Communities

Space Reservations: 8/1

Camera Ready Art: 8/8

In September, NB will provide news on successful master-planned communities throughout Nevada.



February

Residential Real Estate

Space Reservations: 1/3

Camera Ready Art: 1/10

This edition will take an in-depth look at the new housing market as well as construction, development, design and real estate companies involved in the industry.



June

Healthcare Review

Space Reservations: 5/1

Camera Ready Art: 5/8

The June issue offers an in-depth report on the dramatic changes in the industry affecting healthcare professionals, businesses and employees.



October

Healthcare/ Insurance

Space Reservations: 9/1

Camera Ready: 9/8

Healthcare options and costs will be examined in this month's issue. The editorial focus will be on healthcare delivery systems and leading industry professionals.



March

Healthcare/Providers

Space Reservations: 1/31

Camera Ready Art: 2/7

NB will provide a conclusive look at the healthcare industry, focusing on hospitals, medical clinics, physicians and other healthcare providers.



July

Financial Institutions

Space Reservations: 6/2

Camera Ready Art: 6/9

This issue will provide an update on financial firms, banks, and credit unions throughout the state.



November

Hotels/Gaming

Space Reservations: 10/1

Camera Ready Art: 10/8

NB will take a look at the state's largest industry and at the resorts and executives that have made Nevada a top destination for convention and leisure travel.



April

Investments/Banking

Space Reservations: 3/3

Camera Ready Art: 3/10

Investment specialists and banking professionals throughout the state will offer insight into Nevada's financial community.



August

Economic Development

Space Reservations: 7/1

Camera Ready Art: 7/8

This issue will report on how economic development agencies attract new companies to Nevada. Contributing factors to new company locations will also be examined.



December

Office/Industrial/ Retail Space

Space Reservations: 10/31

Camera Ready Art: 11/7

NB will look to real estate and development professionals for an analysis of these ever fluid markets.

NEVADA Business

Nevada's Only Statewide Business Magazine • Since 1985

1 9 9 7

D E P A R T M E N T S

Features

Comprehensive articles that focus on our "Hot Topics," i.e. banking, development and health care.

Executive Profile

Each month NB will present a compelling exposé of a top business executive.

Management Strategies, Trends

A synopsis of successful companies and a look at how each one accomplished that success.

Nevada Briefs

An overview of the most intriguing happenings, including corporate acquisitions, hostile take-overs and relations.



People On The Move

The newest information on promotions in our most dynamic businesses.

Planning Success

Strategies by proven business leaders to help you increase your personal & professional fortune.

Commentary

A message from our Publisher.



Tax Tips

The Nevada Society of CPAs will help lead you through the murky tax jungle.

Business Indicators

Economists at UNLV provide pertinent growth statistics for statewide decision-makers.



Coffee Breaks

Take five with syndicated humorist Joe Mullich.

Talk

Commentary by our Editor-in-Chief.

Talk Back

Outraged, docile, insightful. Find out what our readers think.



Inside Politics

Political analysts take a look at state-wide issues and the impacts on your business.

Speaking for Nevada

Interview and Commentary by Nevada's top officials; guests include the governor, attorney general and Congressional delegates.



On the Cutting Edge

Innovation department featuring stories on the Internet, computing, communications and other technology issues.

Real Estate

Leading real estate professionals provide an update on the Nevada market.



Lifestyles

Personal interest briefs on travel, entertainment, restaurants and leisure.

Moving to Nevada

Take a peek at the newest companies relocating to Nevada.

Budgeting for 1997

For a limited time, you can place a six-time rate insertion order and receive the seventh placement free.

You can also place a 12-time insertion order and receive two additional placements at no charge.

And, if you place all your orders for our 1997 publication by December 1, 1996 – you can lock in the 1996 rates.

Call us for a media kit.

NEVADA BUSINESS

Las Vegas Office • 2127 Paradise Road • Las Vegas, NV 89104
(702) 735-7003 • Fax: (702) 733-5953 • e-mail: nevadabusiness@msn.com
Reno Office • 316 California Avenue • Suite 224 • Reno, NV 89509
(702) 322-2020 • Fax: (702) 322-2121 • e-mail: nevadabusiness@msn.com



by Joe Mullich

Insuring the Proper Spin Control

NEWS ITEM:

National Union Fire Insurance Co. has offered the first insurance policy to cover the cost of hiring a "crisis management" public relations firm to handle anything from oil spills to plane crashes to embezzlement by executives. The insurance, says one spin doctor, "is an inevitable sign of the corporate times."

The CEO's secretary buzzed him that a reporter was calling. Frankly, the CEO would rather get a call from Saddam Hussein. The secretary said the reporter had heard the company had taken out "crisis management" PR insurance and wanted to talk to the CEO about it.

The CEO had his secretary tell the reporter he'd call back in two minutes. The CEO speed-dialed his spin doctor, who told the CEO to phone the reporter immediately on the other line.

"I understand," said the reporter, "you took out crisis management PR insurance?"

The CEO punched a button to connect with his spin doctor. "That's none of his damn business," the CEO told the spin doctor. "I should say, 'no comment.'"

"Never lie and never say 'no comment,'" the spin doctor said. "Tell him, yes."

"Yes?" asked the CEO. "Are you crazy?"

"Yes!" said the spin doctor. "I mean, no, I'm not crazy. Say 'yes.'"

The CEO punched another button on his phone. "Yes," the CEO told the reporter.

The reporter paused. He was confused. He was waiting for a "no comment" that he could work into his lead to make it seem the company had done something shifty.

"So," the reporter said finally, "you admit it!"

The spin doctor said, "Yes."

The CEO said, "Yes."

The reporter said, "um." He continued, "Does that mean, you anticipate an oil spill or that one of your product containers will be tampered with?"

"We don't make product containers or deal with oil," said the CEO.

"You don't?" the reporter said. Before calling, he'd forgotten to find out what the company did. "What do you do?" he queried.

The CEO punched a button. "Tell him what you do," said the spin doctor. "And tell him you are the leading supplier in the area."

"We are not the leading supplier," the CEO said.

"Anyone can be the 'leading' anything," the spin doctor said. "Leading just means 'We're the best because we say we're the best.'"

Back with the reporter. "We are the leading manufacturer of mattresses in the area," the CEO said.

"Aha!" said the reporter. "So you admit it!"

"Yes," said the spin doctor.

"Yes," said the CEO.

"Um," said the reporter. This wasn't going the way he had expected. "Isn't it kind of suspicious to take out crisis-management insurance?"

The CEO told the spin doctor: "Maybe you should talk to him about this."

"No," said the spin doctor. "Never have a spokesperson or PR talk to a reporter. That's suspicious."

"What should I tell him?"

"Tell him even though you never expect to put it to use, it was your fiduciary responsibility to get the insurance," the spin doctor said. "That way, you're able to accurately and completely provide any information about the company the community needs to know."

"Are you kidding?" said the CEO. "He'll never buy that."

"Trust me."

The CEO repeated the words. The reporter asked what "fiduciary" meant, apologizing that he normally covered sports. After the CEO told him, the reporter was silent, wondering what else to ask.

"So you make mattresses?" the reporter said.

"Yes."

"And you're the leading manufacturer?"

"Yes. The leading manufacturer."

The reporter made an appointment to do a feature about the company, "using that 'leading' angle," he said. The CEO said that would be fine.

The spin doctor told the CEO to say he'd be happy to talk more about the crisis management insurance, if the reporter wanted. The CEO repeated this, but the reporter said he didn't see much of a story in that.

The CEO got off the phone with the reporter and thanked the spin doctor. The spin doctor sent the CEO an invoice for \$50,000 for his services. It was a good thing we got that insurance, the CEO thought, it just saved us a bundle of money.



The Jean Nidetch Women's Center

U N L V

"May the women and men who enter the doors of the Jean Nidetch Women's Center find inspiration, hope and passion to achieve their highest goals. It is my hope that the Center will help them live their dreams and make our University, our city and our world a better place for all."

Dr. Jean Nidetch

Mission:

To provide all students, faculty, staff and the community at large with resources and information for and about women. To maintain an advocacy role that will assist women in achieving their personal, academic and professional goals.

Objective:

To offer programs and services which promote an understanding of the diverse, fundamental, and significant contributions each person makes to society.

PROGRAMS & SERVICES

INFORMATION AND REFERRAL – a database of social service information

SCHOLARSHIPS – provide financial assistance to individuals who might not otherwise continue their education

RE-ENTRY PROGRAM – eases the transition of non-traditional students returning to school

WORKSHOPS & SEMINARS – empower and motivate individuals to achieve their educational goals

& many others such as Career Mentoring, Women In Transition, Newsletter (VISIONS), Voter Registration, also Special and Upcoming Events.

THE JEAN NIDETCH WOMEN'S CENTER • UNIVERSITY OF NEVADA LAS VEGAS

4505 MARYLAND PARKWAY, BOX 452025

LAS VEGAS NV 89154-2025 • 895-4475 FAX 895-0601

E-mail: womenctr.pioneer.nevada.edu

business indicators & analysis

The Federal Reserve Open Market Committee (FOMC) by actively buying and selling short-term government securities determines the level of the nation's key interest rates and holds sway over the direction of the nation's economy. As such, FOMC activities receive extensive monitoring. Nevertheless, its September meeting attracted more than the usual attention, reaching what may be described as a "frenzy."

Wage rates, having remained flat on an inflation-adjusted basis for some time, suddenly turned upward. Gross Domestic Product grew at 4.76 percent on an annualized basis, leaving some to wonder whether other markets might also tighten, thereby pushing prices up in some areas beyond the current modest range. Other economic indicators during the late summer period also came in stronger than anticipated. Some expressed fear that conditions might rekindle inflation.

In the final analysis, the FOMC concluded that economic indicators provided no clear indication of the economy overheating. Inflation, measured by the Consumer Price Index, remained essentially unchanged, increasing by less than 3 percent per year. Furthermore, reports presented to the FOMC suggested the economy's growth rate might slow in the coming months to a more manageable sustained rate. In short, finding no credible pressure for inflation, the FOMC concluded there was no need to "kick start" a preemptive economic contraction.

Meanwhile, economic activity in Nevada remained vigorous, although not all areas of the state and not all segments of the economy have shared equally in the expansion. Overall, Nevada's employment growth remains strong, maintaining status as one of the top states in employment growth. Not surprisingly, labor markets stayed tight, with the unemployment rate on a seasonally-adjusted basis having declined to 5.1 percent, comparing favorably with a national rate of 5.4 percent. The Reno area reported a tight market as well, with only a 4.1 percent unemployment rate. On the other hand, the more rapidly growing Las Vegas area recorded a 5.3 percent unemployment rate.

Taxable sales continued to grow at a double-digit rate, up 11.41 percent for July 1996 compared with the same month a year earlier. Clark County provided the bulk of the increase, showing a very strong 15.82 percent growth rate.

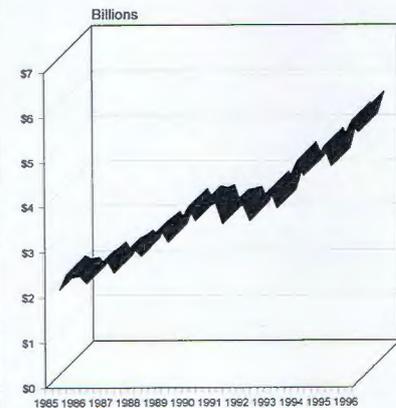
Gaming revenue, on the other hand, has slowed from the more rapid rates observed in 1995. In July, the state's gaming revenue increased by only 5.56 percent measured as percentage change from year-ago levels. Adjusting for inflation, running about 3 percent per year, yields a modest 2.56 percent real growth rate. To be sure, gaming activity in Southern Nevada expanded more rapidly, up 9.06 percent in current dollars and an estimated 6.06 percent inflation-adjusted expansion rate, than in Washoe County where gaming revenue dropped by 5.25 percent for July. Nonetheless, continued expansion in gaming and hotel construction foretells confidence in future gaming growth among investors.

Passenger activity remained brisk during the summer months, as both of the state's major airports reported growth in passenger volume, up 8.04 percent in Las Vegas and 7.70 percent in Reno.

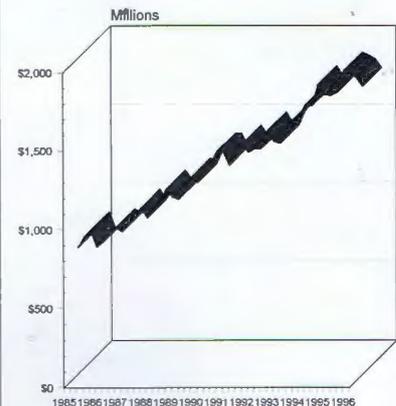
Overall, the Silver State currently enjoys the benefits of a growing economy and the prospect of future growth. The state's major industries report strong sales and the national economy continues to follow a healthy trend. ■

R. Keith Schwer, University of Nevada - Las Vegas, Center for Business and Economic Research.

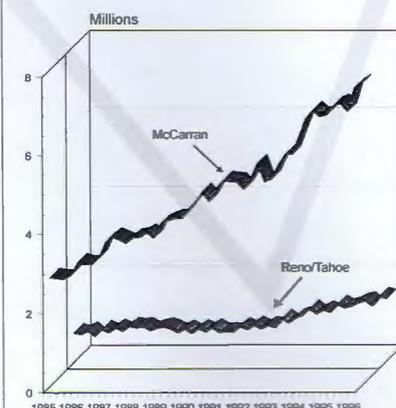
Nevada Taxable Sales
Quarterly, 1985 - 1996



Nevada Gross Gaming Revenue
Quarterly, 1985 - 1996



Air Passengers
Quarterly, 1985 - 1996



	DATE	UNITS	LATEST PERIOD	PREVIOUS PERIOD	YEAR AGO	CHANGE YR AGO
UNEMPLOYMENT						
Nevada	August, 1996	%	5.1	5.1	5.6	-8.93%
Las Vegas MSA	August, 1996	%	5.3	5.4	5.9	-10.17%
Reno MSA	August, 1996	%	4.1	4.2	4.6	-10.87%
U.S.	July, 1996	seasonally adj.	5.4	5.3	5.7	-5.26%
RETAIL ACTIVITY						
Nevada Taxable Sales	July, 1996	\$ thousand	1,920,537	2,049,341	1,723,828	11.41%
Clark County	July, 1996	\$ thousand	1,254,470	1,335,062	1,083,144	15.82%
Washoe County	July, 1996	\$ thousand	350,771	379,796	330,893	6.01%
U.S. Retail Sales	July, 1996	\$ million	204,689	204,546	195,513	4.69%
GROSS GAMING REVENUE						
Nevada	July, 1996	\$ thousand	641,438	613,152	607,638	5.56%
Clark County	July, 1996	\$ thousand	490,064	468,690	449,353	9.06%
Washoe County	July, 1996	\$ thousand	86,569	87,300	91,362	-5.25%
CONSTRUCTION ACTIVITY						
Las Vegas Area						
New Residences	2nd qtr 1996	# permits	5,505	5174	5,271	4.44%
New Commercial	2nd qtr 1996	# permits	318	400	267	19.10%
Reno Area						
New Residences	2nd qtr 1995	# permits	929	614	739	25.71%
New Commercial	4th qtr 1995	# permits	80	82	52	53.85%
U.S.						
Housing Starts	July, 1996	thousand	1,455	1,474	1,450	0.34%
Total Construction	June, 1996	\$ billion	565.9	559.2	545.1	3.82%
HOUSING SALES						
Las Vegas Area						
Average Sales Price ⁽¹⁾	2nd qtr 1996	\$	140,179	140,638	134,097	4.54%
Average Cost/Square Foot	2nd qtr 1996	\$ per sq. ft.	78.41	79.30	80.78	-2.93%
Average Mortgage Rate ⁽²⁾	2nd qtr 1996	%	7.93	7.43	7.59	4.48%
Washoe County						
Average Sales Price ⁽¹⁾	2nd Half 1994	\$	178,711	168,199	170,325	4.92%
Average Cost/Square Foot	2nd Half 1994	\$ per sq. ft.	95.55	92.67	96.88	-1.37%
Average Mortgage Rate ⁽²⁾	2nd Half 1994	%	9.10	7.90	7.20	26.39%
U.S. Home Sales	July, 1996	thousand	783	726	782	0.13%
TRANSPORTATION						
Total Passengers ⁽³⁾						
McCarran Int. Airport, LV	2nd qtr 1996	passengers	7,652,833	7,543,627	7,083,112	8.04%
Reno/Tahoe Int. Airport	2nd qtr 1996	passengers	1,596,183	1,644,954	1,482,052	7.70%
State Taxable Gasoline Sales	July, 1996	thousand gal.	72,898	68,734	69,062	5.55%
POPULATION ESTIMATES						
Nevada ⁽⁵⁾	July, 1995	people	1,582,390		1,494,230	5.90%
Clark County ⁽⁵⁾	July, 1995	people	1,036,290		971,680	6.65%
Washoe County ⁽⁵⁾	July, 1995	people	294,290		282,630	4.13%
NATIONAL ECONOMY						
Consumer Price Index ⁽⁴⁾	July, 1996	1982-84=100	157.0	156.7	152.5	2.95%
Money Supply - M1	July, 1996	\$ billion	1,108.4	1,116.7	1,145.4	-3.23%
Prime Rate	August, 1996	%	8.25	8.25	8.75	-5.71%
Three-Month U.S. T-Bill	August, 1996	%	5.09	5.17	5.41	-5.91%
Gross Domestic Product	2nd qtr 1996	\$ billion	7,547.6	7,426.8	7,204.9	4.76%

NOTES: (1) houses, condos, townhouses; (2) 30 yr. FHA fixed; (3) enplaned/deplaned passengers; (4) all urban consumers; (5) preliminary
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.
COMPILED BY: UNLV, Center for Business and Economic Research



Your healthcare needs never come at convenient times. You need a health plan that cares for you 24 hours a day, 7 days a week. Our representatives are here to help you with your urgent care needs or routine medical questions. Can you say this about your healthcare plan? If not, call Amil. You guessed it! Any day, any time.

AmilSM
International of Nevada

The healthcare plan that cares about you 24 hours a day, 7 days a week.

Call

221-1000

Las Vegas

333-9191

Reno