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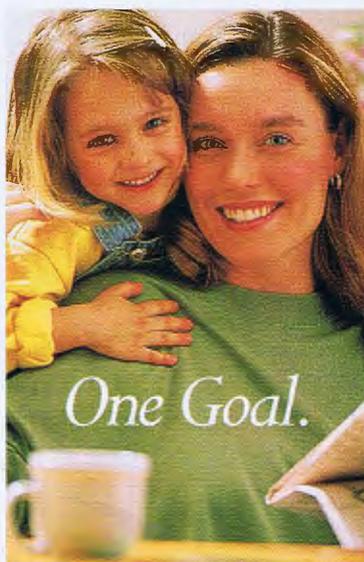
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Commentary

BUSINESSES MUST DEAL WITH MORALITY ISSUES



LYLE E. BRENNAN *Publisher*

Here we go again. A conservative group takes a stand on a morality issue and is labeled "Christian fanatic" and "hypocritical." I'm referring to, of course, the Southern Baptists boycott of Disney, and the daily coverage of the action in publications across the nation.

The boycott targeted Disney for its policy of providing healthcare coverage to "domestic partners" (meaning people of the same sex living together in a homosexual relationship). The policy, according to the Baptists, indicates Disney's tacit approval of a practice which represents a threat to traditional family values, while contradicting the company's philosophy to offer wholesome family entertainment.

Even the *Las Vegas Review-Journal* ran commentary on the boycott. In a recent letter to the editor, the writer labeled the Southern Baptists hypocritical. Although sincere, the misinformed writer has embraced the false idea (created by gay activists) that to condemn homosexuality is the equivalent of spitting on the person who is homosexual. The highly successful propaganda, distributed by gay activists, includes examples of misbehavior that oppose Christian beliefs, yet are promoted as typical illustrations of Christian behavior.

It's disturbing that citizens of a nation founded on biblical principals, many of which are incorporated into our Constitution, is ridiculed for speaking out on issues of a moral nature.

And these very issues have a direct impact on virtually all aspects of our lives. With the continued erosion of moral values and the subsequent deterioration of the basic family unit, more and more businesses will have to face employee issues concerning morality.

Companies, such as Disney, that choose to accept alternative lifestyles, must also be prepared to face the possible ramifications. As an example, the new Disney film, *Hercules*, will reportedly not come close to financial projections, possibly due to the boycott.

But regardless of the consequences, business will ultimately be forced to take a position on a number of moral issues. It appears we can add morality to the long list of items that companies must address. Indeed, the morality issue is so far-reaching, it may be the fountainhead from whence originates a cascade of problems belonging to that list.

COMMENTS? e-mail: publisher@nevadabusiness.com

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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 (800) 242-0164 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.

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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.

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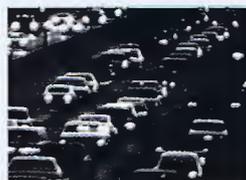
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From the Editor

DEFINING THE MASTER-PLANNED COMMUNITY

Master-planned communities represent the overriding theme of this month's issue. Our editorial approach to the subject changed directions a number of times before we finally arrived at an outing that gave us a level of comfort.



CONNIE BRENNAN *Editor*

The problem we grappled with was the very definition of a master-planned community, and which developments did or did not qualify. *NBJ's* research department gathered information on dozens of communities throughout the state that claimed to be master-planned communities although some were mobile home parks and small housing tracts.

After consulting with a number of local agencies and home builder associations, we adopted the definition most commonly used by those in the know. For the purposes of this month's editorial feature, a master-planned community is a development that files a master plan which includes off-site improvements, homes, businesses, retail facilities, parks, schools and community facilities (such as libraries) within the development.

However, it should be pointed out that Nevada has a number of large developments not covered in this issue that offer many of the same amenities found in master-planned communities.

— Ed.

COMMENTS? e-mail: editor@nevadabusiness.com

Talk

Dear Editor;

In the May 1997 issue of Nevada Business Journal, you ran a "brief" on page 59 titled "Nevada leads nation in personal income growth."

The information is correct, though it has since been updated, but I was surprised to learn the source of it — Arizona State University. Did you know there is an excellent, free source right here in Nevada?

Such information is readily available from the Nevada State Data Center at the Nevada State Library and Archives. As the official source of Census Bureau data, the SDC receives all the Bureau's reports, press releases, CDS and disks, decennial population and housing information, population estimates and projections, economic information, business patterns, and more. It receives Bureau of Economic Analysis information including quarterly state personal income growth reports, from which ASU derived the data in brief. In turn, the State Data Center freely distributes the information, answers questions regarding Census data and provides free training sessions to assist the using community to learn what is available, how to find it and how to use it.

The Nevada State Data Center homepage is available at the website of the Nevada State Library and Archives at <http://www.can.lib.nv.us>. There you will learn more about the SDC, the affiliate network in Nevada, and receive a quick look at statistics about the nation's fastest growing state — Nevada.

Enclosed is the Nevada State Data Center brochure and other information providing a snapshot of what is available here. Please share this with your editors and writers and encourage them to call Nevada's only official source of Census statistics.

Thanks. I look forward to assisting you.

Sincerely yours,
Linda Lee Nary
Nevada State Data Center Librarian

Talk Back

Dear Linda,

Thanks for writing and pointing out the services provided by the Nevada State Data Center. Nevada Business Journal's editorial department will utilize the information compiled by the Center as I'm sure will a number of our readers. (Note to readers: The Center is located in Carson City and can be reached by calling 702-687-8311).

— Ed.

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MASTER-PLANNED COMMUNITIES

Trending toward evermore innovative amenities, planned communities continue to create value for homeowners.

BY RICHARD A. D. HENDRIX

The Master Planned Community (MPC), pioneered several decades ago, caught on like wildfire and became more than a developer's dream to build more homes. The merging of recreational facilities and grand amenities in MPCs soon became the favorite pitch of builders and developers.

Del Webb

However, there was an added plus for the homebuyer. Homes in MPCs maintained continuity of value due largely to the commitment of developers and their continued obligation to quality.

On July 29, 1997, that commitment again became visible to the public when the Bureau of Land Management finalized the first phase of a land exchange of approximately 900 acres with the Del Webb Corporation for a new MPC development in the southern end of the Las Vegas Valley.

"We're extremely pleased to take this first step in securing Del Webb's future in Southern Nevada," said Frank Pankratz, senior vice president and general manager. "It's a tremendous thrill to be involved in a project of this scale because

of the potential benefits it holds for the entire community," he continued. Under BLM's transfer guidelines, property deemed environmentally sensitive may be exchanged for non-sensitive land.

"It's important to recognize the other side of the exchange," said Scott Higginson, vice president of government and public affairs for Del Webb. "We are thrilled to be able to turn over environmentally sensitive lands to further protect the long-term future of the Stillwater National Wildlife Range. The next phase

of our land exchange will allow us to transfer to public stewardship fragile Lake Tahoe property as well as the Warm Springs site in Clark County."

Not only will Nevada benefit ecologically from this exchange, but the economic impact of Del Webb's proposed MPC in Las Vegas could be substantial. Del Webb's Sun City Summerlin and Sun City MacDonald Ranch have contributed millions of dollars to Southern Nevada's economic base through employment, construction earnings, taxes and various fees.



Above: Del Webb's holdings in the fragile Stillwater Wildlife Refuge were recently traded to the BLM in exchange for property on the southern end of the Las Vegas Valley.

Background at top: Sun City at Summerlin was Del Webb's first planned community in Southern Nevada.

BACKGROUND PHOTO BY OPULENCE STUDIOS, INC.



BOB RUSSMAN

Del Webb plans to exchange environmentally sensitive land in Kings Canyon near Lake Tahoe for additional developable BLM land in Southern Nevada.

This new Del Webb MPC will include 12,400 homes. The plan calls for retail and community facilities, worship sites and a middle school. It is estimated the project will create more than \$700 million in construction earnings and generate nearly \$212 million in property taxes.

Over the build-out phase of 13 to 15 years, Clark County School District will receive approximately \$153 million in fees and taxes. Del Webb will also donate a 20-acre school site and an estimated \$1.6 million in off-site improvements.

"Builders are somewhat hesitant to develop large properties because of the cyclical nature of the housing market. However, Southern Nevada's growth is showing no signs of abating," says Pankratz. "This new development will allow us to maintain our place among the valley's leading homebuilders and will sustain the economic benefits our developments bring to the entire community."

If builders are hesitant, it certainly is not apparent in Las Vegas. Developments within communities continue to sprawl, and the amenities simply get better.

Leading the Nation

Summerlin, the number one selling MPC in America, spans 22,500 acres, designed in villages of 1,000 homes each. The community offers the best of two worlds: the amenities and a lifestyle provided by the Summerlin master plan. Summerlin provides "a breathtakingly beautiful setting," said Summerlin division President Dan Van Epp.

"Now you won't have to look anywhere

else," reads the advertisement for Summerlin in the local newspaper. Parks feature picnic and children's play areas, and a library and performing arts center offer such cultural activities as storytelling, art exhibits and on-stage productions throughout the year. Indeed, such amenities enhance property values over time.

Summerlin has more public, private and parochial schools than any other community in Las Vegas. Medical centers in Summerlin employ more than 100 physicians, including board certified M.D.s in 15 specialties. There is an outpatient center, urgent care center, cancer and breast center providing acute, sub-acute and rehabilitative services.

The Summerlin Trail is continuous, winding through all the villages in the community. It will eventually extend for

100 miles. And the Summerlin Community Center is where it all comes together for the homeowner. The center coordinates a network of clubs, events, programs and activities for every age and every interest, connecting programs and people.

Amenities are central to the consumers affinity for MPCs. From walking trails to wildlife sanctuaries, most take advantage of natural surroundings and complement themes by integrating into rather than adding on. Pristine areas have been enhanced with bike trails, streams and ponds and greenbelts.

Maintaining Value

One thing is certain. The design of MPCs attract buyers to a particular function or element of the project. Quality of homes, once the sole criteria of ownership, is now solidly combined with pre-purchase, post-purpose land use. Buyers today want the "knowledge their community will be seen as, [and in fact] will be valued at what they want and expect at any point in time," said Jerry Helton, president of Development Consultants, a Las Vegas firm specializing in MPC project management. This is consistent with the success of MPCs, and is built into the developer-builder relationship.

Yet the homebuyer's perception of good value also includes such things as low risk, retained property value, security and safety. In Las Vegas, preferred builder programs, those assuring good value, tie the marriage of the builder and the devel-



OPULANCE STUDIOS, INC.

The massive Summerlin master-planned community introduced the village concept to residential development in Southern Nevada. Pictured here is The Hills at Summerlin.

LOOK WHO'S READING THE NEVADA BUSINESS JOURNAL



"As incoming chairman of the Las Vegas Chamber of Commerce, I read the *Nevada Business Journal* to think ahead on issues of common concern that affect us as we plan for the future. The *NBJ* has the 'right stuff', assisting with the hard decisions necessary for short- and long-term strategic plans for the continued favorable development of Las Vegas."

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Dr. Richard Moore
President
Community College of Southern Nevada



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"The *Nevada Business Journal* has been a great resource for presentations—it conveys factual information on issues of great importance such as Nevada's accelerated growth and robust economy. I thoroughly enjoy reading this monthly publication from cover to cover."

Elaina Blake
President
Blake and Associates



"The *Nevada Business Journal* is a tremendous source of information for Nevada's growing business community. As our Silver State continues to boom, the leading edge data provided by the *NBJ* will be an invaluable resource to all new entrepreneurs. A key ingredient to successful business development and a diverse business community is keeping all businesses in the same loop. The *NBJ* fulfills this role. I look forward to the continued success of the *NBJ* and know that they will be instrumental in keeping Nevada's business community on the right track into the 21st century."

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"The *Nevada Business Journal's* new expanded format provides me with a timely, accurate portrayal of statewide political and economic events, and keeps me informed of people who are leading their respective industries and promoting economic growth in their area."

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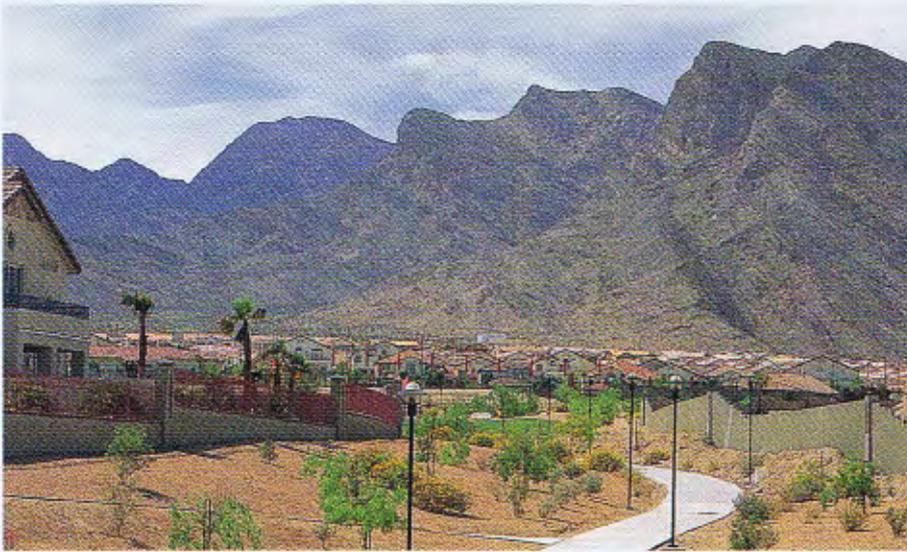
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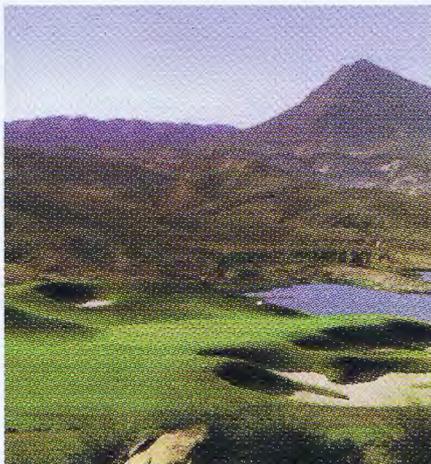
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The Summerlin Trail winds through the community interconnect neighborhoods and villages. When complete, the trail system will ultimately extend over 100 miles.

oper to the quality of the amenities. Homebuyers perceive MPCs as having the commitment, the vision and the long-term plans in place to enhance community values into the future.

Amenities are high on the satisfaction list of homeowners in MPCs. Not only do residents want satisfaction, they want everything at their fingertips – and they want the best. According to Helton, “The more you keep your word [in development], the better the project will be.”

Dennis Smith, president of Home Builders Research, Inc., a Las Vegas company that tracks the homebuilding market, says the real value of a master-planned community is the protection afforded the buyer by the CC&Rs. “The best thing to come out of MPCs is the property value control,” he said.



Opposite the SouthShores custom home community, Lake Las Vegas' north shore is the venue for a world class destination resort currently under development.

Lake Las Vegas

An extension of the best Las Vegas has to offer is the lush and lavish area called Lake Las Vegas. With amenities equaled by few, Lake Las Vegas is situated 17 miles southeast of Las Vegas in Henderson, and offers lakefront living in the Nevada desert.

Lake Las Vegas is a “living lake with its own ecosystem,” replies Sherry O’Boyle, vice president of marketing, when asked about the body of water at the heart of the community. “There is nothing quite like it anywhere on earth.” Stocked with game fish such as rainbow trout and largemouth bass for residents who enjoy sport fishing, the lake is cared for by a full-time limnologist and a staff of seven.

Lake Las Vegas has been a long time in coming. In 1966 the Colorado River Commission approved water for a resort project proposed by Las Vegas actor and hotelier, J. Carlton Adair. Now, the \$3.8 billion, 2,245-acre development boasts a 320-acre lake, an 18-hole Jack Nicklaus signature golf course and a custom-home community with estates ranging in price from \$720,000 to \$2,000,000.

“People really look for things that are contradictions in nature,” says Ron Boedeker, chairman, Transcontinental Corporation, and co-developer of the lake. “They look for the lush and heavy landscaping, yet they don’t want it to rain while they are there. That’s why they’ll come here [Lake Las Vegas]. They love it because it is sunny and warm and beautiful. But it takes the landscaping to set it

off as a true resort,” he continued. Resorts, however, need hotels to be complete, and Lake Las Vegas has teamed with Hyatt-Regency and Grand Bay Hotels for the development of a number of resort properties planned for the community.

MonteLago, when completed will have six resort hotels, three championship golf courses, a spa, tennis facilities and a Mediterranean-themed commercial village with restaurants.

Former Henderson Mayor Robert Groesbeck commented, “Lake Las Vegas Resort is the next step in the creation of what will soon be recognized globally as the ultimate destination resort.”

Desert Shores

What many consider unique in MPC development is also among the oldest. Developed by Hal Ober in 1980, Desert Shores originated the centerpiece lake concept in Las Vegas.

Desert Shores, off Buffalo between Cheyenne and Lake Mead, has five miles of shoreline, and four man-made lakes extending over 60 surface acres. Stocked with catfish, bass and blue-gill the lake provides excellent fishing for 3,000 homeowners. Boating is restricted to crafts powered by electric motor or hand.

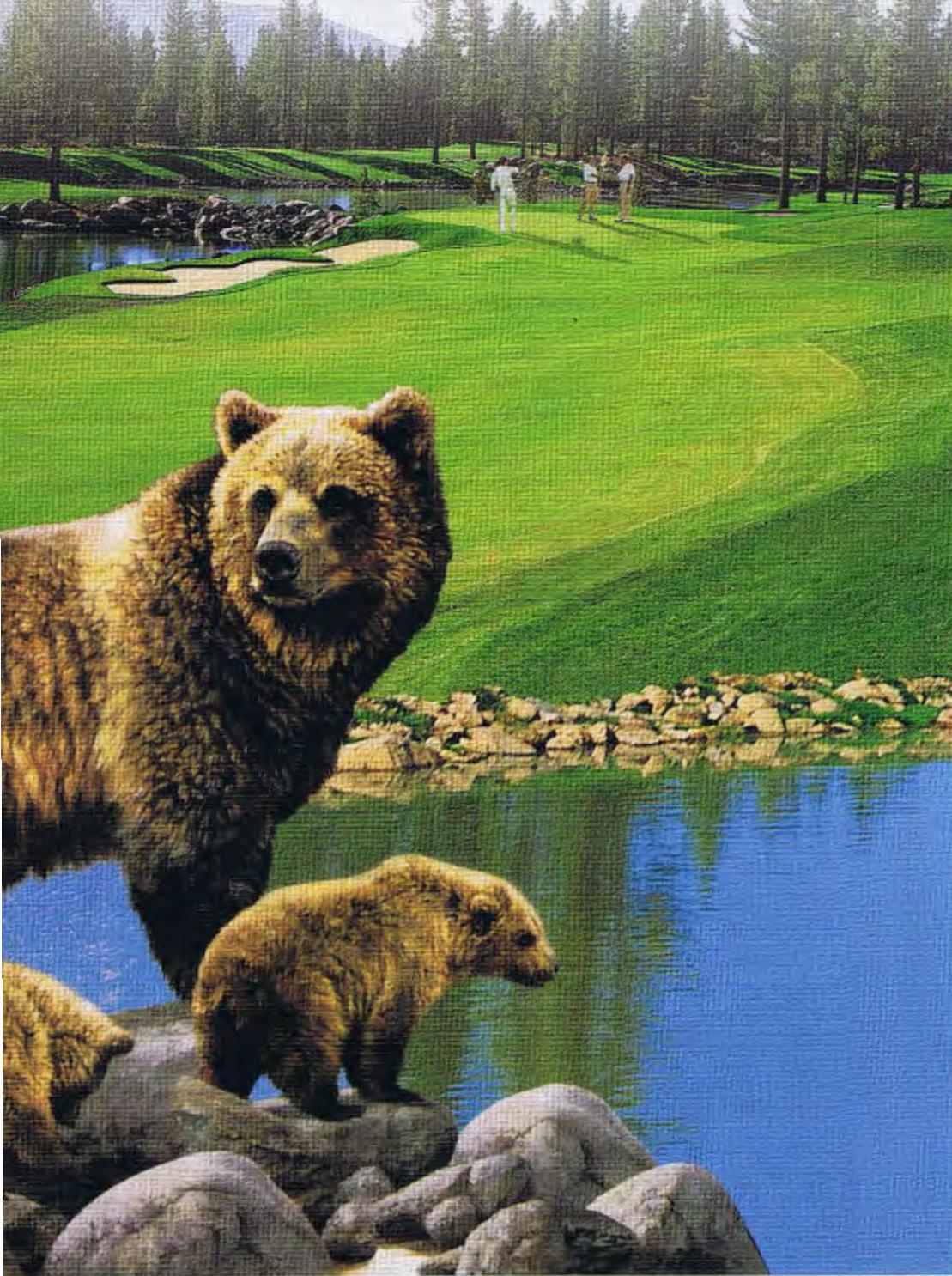
At Desert Shores, “We will continue to maintain the integrity of quality and value,” said Judy Farrah, general manager of Desert Shores Community Association, adding “that our most popular amenity is a 200,000-gallon swimming pool surrounded by a sandy beach, and sprawling over 4,000 square feet of space.”

Rhodes Ranch

One of the most common central scenic elements used in MPCs is the golf course. Virtually all master plans feature at least one upscale neighborhood surrounding a golf course where homeowners enjoy the vistas afforded by sweeping fairways, lush landscaping and sparkling water elements.

“No straight lines, undulating and exciting,” is how Jeff Thompson, project manager for Rhodes Ranch in Las Vegas describes the Rhodes Ranch golf course. “We are carving the course out of the desert floor,” he says. “When you look at the desert you will see a lush landscape, just like Hawaii.”

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Desert Shores pioneered use of the man-made lake as a community centerpiece.

Rhodes Ranch golf course designer, Ted Robinson, an internationally known golf course architect, has designed over 170 golf courses. This course will be distinguished by its tropical theme using nearly 3,000 trees of five species. There will also be a 13,000-square-foot practice putting green and driving range.

The clubhouse, on a Frank Lloyd Wright theme, will also be available for special events and private parties. The course will be open to the public and is not intended for membership play, but homeowners will enjoy privileges not available to the public.

Rhodes Ranch, nearing phase-one completion in October, 1997, sprawls over 1,300 acres, and has plans for 7,000 homesites, a small retail center and a loop road lined with palm trees. Located southwest of Las Vegas, at Warm Springs and Durango, Rhodes Ranch bills itself as a golf course community.

Seven Hills

Developing lofty amenities, a competitive structure of MPCs, is not left to chance, or amateurs. At Seven Hills MPC, the par-72 championship golf course was designed by Rees Jones, an award-winning architect who won *Golf World's* Golf Architect of the Year in 1995.

To further enhance the appeal of Seven Hills, an amphitheater overlooks the Las Vegas skyline. Seven Hills is being developed by American Nevada Corporation, a prestigious developer with a reputation for

excellence, in partnership with Forest City Enterprises and Terry Johnston.

Seven Hills, located in the foothills of the Black Mountain Range, offers custom-home sites on the golf course in Rapallo Custom Estates that range in size from one-third to over one-half acre.

A number of builders are also displaying models at Seven Hills, offering homebuyers a wide selection of production home neighborhoods to choose from. Many feature views of the valley, neighboring mountains, or greenbelts that sweep through the MPC. The distinctive design requirements at Seven Hills dictate that homes follow an Italian Renaissance architectural style.

"Seven Hills is destined to become one of the great places to live in Las Vegas," said Bryan Ashbaugh, CEO, Street of Dreams, a marketing arm of Seven Hills.

Green Valley & Green Valley Ranch

Green Valley and Green Valley Ranch are recognized nationally for excellence in planning. Top consultants from every aspect of the design in Green Valley contributed to the upscale community features that set Green Valley apart from the typical development.

Again amenities become a popular theme. Quality homes and future value become apparent here. Speaking of amenities, Dave Olson, senior vice president of marketing at American Nevada Corporation, says "Our most popular is the parks and trails system, which encour-

ages family involvement. We've developed a way of life, and have become an integral part of the city of Henderson."

The original Green Valley MPC, to the north of Green Valley Ranch, provides more shopping, dining and entertainment than any other MPC in Southern Nevada, and according to Olson "There is wholesome fun and entertainment for every member of the family."

Green Valley Ranch, with palm-lined entrances, parks and trails, and gateway pavilions gives an added dimension to the lofty amenities homebuyers seek.

The MPC has 19 neighborhoods with homes ranging in price from the low \$100,000 range. Olson informs prospective buyers that although Green Valley Ranch has the look and feel of an expensive MPC, many of the homes are priced to reach-first time buyers.

The goal of American Nevada Corporation at Green Valley and Green Valley Ranch, is to provide homeowners with convenient access to needed goods and services. Recently opened, one such example is Pebble Marketplace, a 20-acre, \$12.2 million, 160,000-square-foot facility with a variety of retail stores, restaurants and full-service bank.

A major attraction at the heart of the Henderson MPC is the Fountain Courtyard at Green Valley Town Center. Highlighting this 120,000-square-foot indoor-outdoor mall is an interactive dancing water fountain. The Town Center also features a \$4.5 million United Artists theater, a \$5 million theme park, an indoor children's playland and a bevy of retail



OPULENCE STUDIOS, INC.

The Legacy Golf Course winds through exclusive Green Valley custom-home neighborhoods.

amenities, shops and restaurants. In addition, Green Valley Town Center will soon offer the services of two Marriott hotels.

Scheduled to open in 1998, Parkway Medical Plaza, at the northwest corner of Lake Mead and Green Valley Parkway, will provide area residents with easy access to quality medical care. Comprised of a partnership of St. Rose Dominican Hospital, American Nevada Corporation, and several area physicians, the \$15 million, three-story building will have an outpatient medical facility on the first floor and physicians offices on the upper levels. Services will include ambulatory care, outpatient surgery, women's care, physical therapy and diagnostics. Physicians will offer services in varying specialties.

Defining MPCs

While pursuing a common goal to provide well-designed value, the planned community concept can and does have differing definitions and criteria depending upon region or municipality. According to Gloria Dondero, associate planner for the city of Reno, planned communities in Reno are referred to as "planned unit developments" (PUDs), and are designed historically for mixed residential, retail and commercial use having a minimum number of five residential units. Reno also defines a "specific planned district" which does not require the construction of residential units.

In Southern Nevada, the Clark County code referencing master plans, or major developments, applies to any development project covering, (under certain conditions and permit requests) 300 acres to 700 acres or more. Other requirements



Entryway to the forested hills at St. James's Village in Reno

include temporal identification of the location by type and size of certain provisions of the project including parks, schools and libraries.

Although the Reno code is currently undergoing major revisions which may identify it more closely with the Las Vegas code, Dondero explains that such differences throughout the state accounts for the general misperception that all developments are master-planned communities.

Reno currently boasts a number of MPCs in various stages of planning and/or development.

Caughlin Ranch

Perhaps the MPC with the most history in Nevada is Caughlin Ranch. Located in the foothills southwest of Reno, the land on which this development now resides dates back to the first settlers of the Truckee Valley, and has remained in the Caughlin family for five generations.

Initiated in the early 1980s, Caughlin Ranch encompasses 2,300 acres and offers a suburban lifestyle enhanced with parks, greenbelts and a bike trail. Homes range in price from \$130,000 to \$1 million custom estates. Amenities include a shopping center, commercial center, health club, amphitheater and schools.

Double Diamond Ranch

Another MPC created from a private historic ranch is Double Diamond Ranch. Developed and designed by Double Diamond Homes, this master plan currently offers 3,800 production and semi-custom single-family homes contained in six neighborhood villages in its first community phase.

Each new home village is linked by pedestrian parkways and bike trails to business, shopping, schools, parks, medical and entertainment centers. The community features a 28-acre man-made lake with private fishing club, 26 miles of bike and pedestrian trails, and sites for three elementary schools and a junior high school. Washoe Health Systems is constructing a 300-bed hospital and medical offices at the community.

Future plans call for six additional phases at Double Diamond Ranch, each characterized by six distinct villages. Final build out for the community is projected to take seven to 10 years.

Wingfield Springs

In the center of Spanish Springs Valley, northeast of Reno/Sparks, Wingfield Springs is taking shape. This 1,300-acre golf course community features a 27-hole championship golf course designed by Robert Trent Jones and a state-of-the-art golf school. Traversing some of the most scenic property in the region, the development features two lakes fed by seven natural warm springs and abundant wetlands.

Loeb Enterprises, developers of Wingfield Springs, has designed a community that will ultimately include over 30 distinct neighborhoods connected by one central theme – a sense of small-town community. Homes will range in price from \$150,000 to custom estates valued at over \$1 million.

Continued on page 21



Wingfield Springs, northeast of Reno, offers warm springs, lakes and championship golf.

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Reno

Summerlin Continues to Break New Ground

As one of the nation's top-selling master-planned communities, Summerlin continues to break new ground – both literally and figuratively. This year, Summerlin expanded into the southern and western reaches of its boundaries; the home buying experience was redesigned with a unique model home complex in The Willows Village; and the community continues to strengthen its already impressive social infrastructure.

Opening up Summerlin's development in the southwestern region of the Las Vegas Valley is The Willows Village, which attracted more than 5,000 visitors during its grand opening weekend in July. A landmark village for Summerlin, The Willows features The Homewalk, a street with 18 model homes by four different builders.

"The Willows brings a shopping mall mentality to home buying," said Dan Van Epp, president, Summerlin Division, The Howard Hughes

Corporation. "Designed with convenience in mind, The Homewalk makes it possible to see every model home in the village without having to drive from neighborhood to neighborhood."

Summerlin's most westerly village, The Arbors, is also taking shape on much of the community's most elevated locations.

According to Dave Weide, professor of geology at UNLV, the highest point of elevation within The Arbors Village is more than 70 feet higher than

the elevation at the top of the Stratosphere Tower. "The elevation in the northwest corner of The Arbors Village is approximately 3,245 feet above sea level, while the elevation at the top of the Stratosphere is 3,172."

"Not only will The Arbors extend Summerlin to its westernmost boundary,

it will offer some of the most spectacular views in the community and provide residents with the benefits of living closer to the mountains," Van Epp said.

As in all other Summerlin villages, amenities will play an important role within The Willows and The Arbors. The Willows Village features a resort-style swimming pool which is already proving popular with residents with its beach entrance and two water slides. A 10-acre multi-purpose sports park with baseball and soccer fields is under construction adjacent to The Willows Home Finding Center – Summerlin's second such facility, which also doubles as a community center.

Within The Arbors, the emphasis is on sports with the construction of an 18-acre sports park located



The Tournament Players Club at The Canyons is one of Nevada's only two TPC courses, both of which are located in Summerlin.



More than 2,000 children are currently playing on little league teams within Summerlin.

SUMMERLIN *(continued)*



Summerlin Sam, the community's new mascot, is adored by "kids" of all ages.

adjacent to the 42-acre campus of Palo Verde High School. The high school's athletic facilities, which include a football field, soccer field, baseball field, softball field, eight tennis courts and six outdoor basketball courts, will be incorporated into the sports complex, which is being designed and constructed by the City of Las Vegas, Clark County School District and the Summerlin Division of The Howard Hughes Corporation.

Facilities within The Arbors Park will include an Olympic-size swimming pool with locker facilities, children's play area, picnic area, a soccer field and two additional softball fields. Two linear parks are also planned in the village.

"While the amenities within our new villages underscore our commitment to providing a quality of life second-to-none within Summerlin, the development of social programming plays an equally important role," said Van Epp.

Currently, Summerlin residents are participating in

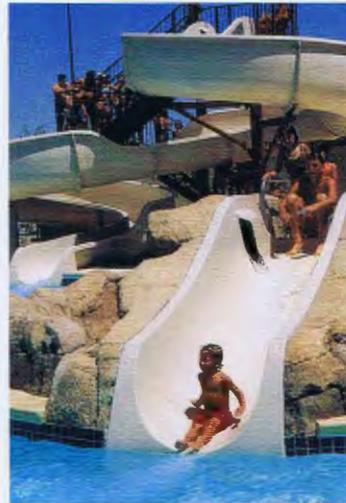
more than a dozen clubs and an equal number of classes organized exclusively for them by the community association. They also enjoy a full calendar of social events and seasonal celebrations – many of which have become holiday traditions for Summerlin families. In addition, the community has established a non-profit organization, The Summerlin Children's Forum, which promotes learning and child-oriented programs within the community.

"There's a real spirit and pride of community that exists here," said Jacque Coronado, a long-time Summerlin resident. "The events, activities and programs which we enjoy are like frosting on the cake which makes the Summerlin lifestyle truly memorable."

Situated along the western rim of the Las Vegas Valley, Summerlin is quickly growing into its 22,500 acres. There are currently nine villages in various stages of development with a total of 30

planned villages upon the community's projected build-out in 2015.

Designed as a total community, Summerlin is currently home to two TPC golf courses, a dozen public or private schools, five major parks, the Summerlin Trail, business parks, shopping centers, four custom home neighborhoods, two medical centers, including a 149-bed hospital opening this fall and more than 160 model homes in more than 40 neighborhoods.

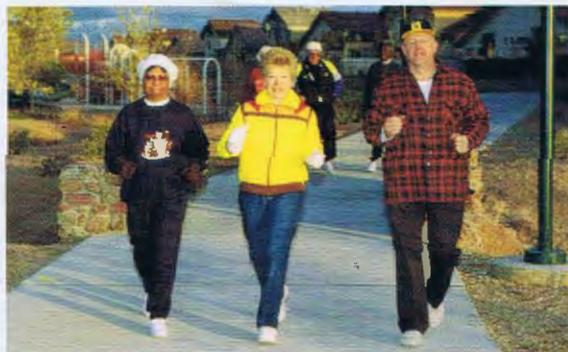


The Willows swimming pool features two water slides.

Summerlin has ranked as one of the nation's top-selling master-planned communities by Arthur Andersen Real Estate Services Group and Robert Charles Lesser since 1992 – less than two years after initial development began.

According to Van Epp, it is most fitting that in a city of instant wins and losses, The Howard Hughes Corporation has created an almost instant community with a genuine neighborhood spirit.

"Summerlin is poised for success for decades to come," said Van Epp. "We understand that doing things differently and better will help Summerlin to maintain its status as one of the nation's premiere master-planned communities, and, in turn, create a living environment in which its residents can thrive."



Members of the Summerlin Walking Club enjoy a brisk morning walk along the Summerlin Trail.

St. James's Village

A hallmark of many MPCs is to take full advantage of the natural surroundings by integrating infrastructure and homesites into the environment. St. James's Village in Reno, for example, nestles within 1,620 acres of wooded pines adjacent to the rim of Lake Tahoe.

A gated community, St. James's Village maintains three sources of egress bounded by private forest, streams, creeks and ponds. With build-out planned over the next 10 years, St. James's expects to release 552 home sites ranging in lot size from one to five acres, and costing from \$100,000 to \$500,000 each.

Developers have plans for a 350-room destination conference center and resort, near U.S. 395, where a freeway interchange has been planned.

At St. James's Village, there will be an 18-hole Tom Fazio designed golf course, and a 20-acre equestrian academy with easement into Toiyabe National Forest which will provide unlimited experiences within a natural setting for both man and horse. A seven-acre shopping center near the resort is also planned.

Rancharrah

Because the valley floor in Reno is narrower with less available land mass, developments here must economize and thus are less sprawling than their Las Vegas counterparts. Yet, diverse locations for MPCs continue to obtain approval.

Rancharrah, originally William Harrah's ranch off Talbot Lane and South Virginia, just east of Windy Hill, has plans to build 250 estate homes on sites ranging up to one-acre lots. An equestrian center and riding facility, already complete, may become public in the future. The property, with a bike trail and park, plans a 1.9-acre commercial center that will house John Harrah's film-making studio.

Full-service amenities are the main attraction of MPCs. Not only do homeowners want safety and security in their community, they want the best value, the best features and the best neighbors. Master-planned communities continue to evolve to provide exactly that. 



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NELLIS AIR FORCE BASE



Business as Usual

BY LINDA LINSSEN

MSGT. PATRICK NUGENT

One of the largest employers in Southern Nevada, Nellis AFB makes substantial contributions to the region's economy

In its classrooms, pilots receive advanced combat instruction. At its bombing and gunnery ranges, they polish their skills. Colonel William Moran, vice-commander of the Air Warfare Center at Nellis Air Force Base, says that the base's primary mission of training air combatants is "vital to the defense of the United States" and that its focus is on global military activities. To Las Vegas, however, the base is also a significant contributor to the economy and other community interests.

In a valley of sprawling development and a booming population, Nellis AFB ranks high in terms of physical size, employees and budget. Eight miles north-east of Las Vegas and adjacent to North Las Vegas, Nellis encompasses over 11,000 acres. The base and its restricted ranges total nearly 5,200 square miles.

Nellis is one of Southern Nevada's largest employers, with a current work force of over 9,000 people. Of that number, approximately 6,500 are military personnel. Another 2,500 civilian workers fall into several categories: Department of Defense workers, non-appropriated funds workers, base exchange workers and contracted personnel. In 1996 Nellis spent



Sr A. BRETT R. SNOW

\$63 million on contracts for commodities, services, range operation, and construction. Fifty-one percent was spent in the Las Vegas area and 1.6 percent in other areas of the state.

Annual salaries for active duty personnel, Air Force retirees and civilians total over \$500 million. In addition to those who live in the area, personnel deployed to Nellis also contribute to the Las Vegas area economy. On an average day, Nellis hosts around 900 military personnel who spend an estimated 60 percent of their per-diem locally, not including lodging. During large exercises, up to 2,000 deployed personnel train at Nellis, further enhancing the economy.

The base supports Las Vegas in other

ways, as well. When needed, the base dispatches its firefighters and equipment to fires in the area, as well as its HH-60 helicopters to assist in rescue efforts. To date, Nellis rescuers have accomplished 19 saves and five assists in the Southwestern United States.

Each year, Nellis personnel volunteer to help with the Special Olympics, which are held at the base. Nellis security police support Las Vegas Metro in DARE – a youth drug prevention program – and base volunteers participate in golf and bowling tournaments to benefit Opportunity Village. In the spring, squadrons contribute their labor and expertise to the "Christmas in April" home-refurbishing program, installing new flooring, bringing old wiring up to code, adding paint and making repairs. This year, four squadrons refurbished four Las Vegas homes.

Led by the 99th Air Base Wing, Nellis supports an extensive environmental program. In recent years, underground fuel storage tanks have been moved above-ground. Polluted sites have been closed and cleaned, and contaminants have been removed from spill areas. The decontaminated water provides supplemental irrigation for the Nellis golf course.



S.R.A. BRETT R. SNOW



S.R.A. BRETT R. SNOW



S.R.A. BRETT R. SNOW

Nellis officials are committed to environmental stewardship of the land they use and have had to address issues concerning noise pollution, cultural artifacts, and wildlife. To ensure that housing developments remain outside off-base areas with high noise levels, they maintain communication with Clark County planners. Noise is greatest north of Las Vegas, where pilots are training at the bombing and gunnery ranges. Flight patterns have been altered to avoid population centers and other noise-sensitive areas.

At the ranges, Nellis officials have taken steps to protect environmentally and culturally sensitive areas. Anasazi pictographs and petroglyphs are cataloged on a database for historical preservation. Likewise, bat habitats have been identified as areas to avoid, and desert tortoises live safely within fences erected to keep them out of target areas. In one area of the ranges, wild mustangs nearly destroyed a spring outlet, so base workers built concrete troughs, fed by the spring, from which the horses can drink.

Top Gun & Red Flag

The USAF "Top Gun" School at Nellis maintains a primary mission to train air combatants to be peak performers. Pilots, weapon systems officers (WSO), and command and control, intelligence, and space personnel undergo an intense five-month curriculum. Instruction involves core academics followed by over four months in a weapons-specific area.

"We'll make an individual the expert in his or her particular weapons system," says Colonel Moran. "This is Ph.D.-level instruction in weapons and tactics, both on the ground and in-flight."

Red Flag exercises are designed to provide combat training exercises as close to the real thing as possible.

The weapons school covers the entire air-to-air campaign. Graduates fill critical positions at their home bases and at command headquarters. The school has been housed in the same facility for more than 15 years, even though the school has grown from four divisions to 11 divisions. Additions and alterations have helped to accommodate the increasing numbers.

Besides its classroom instruction, Nellis is renowned for its air combat exercises – particularly Red Flag, featuring what Colonel Moran calls "the most realistic combat environment we can create." Red Flag was developed in the mid-1970s in response to "an unacceptable air-to-air loss ratio." The goal was, and is, to prepare combat pilots for air warfare by offering an experience as close to the real thing as humanly and technologically possible.

Four times a year for six weeks, Air Force, Navy, Marine Corps and NATO forces gather at Nellis. On the first day, participants receive briefings that cover all aspects of flying and fighting at Nellis. The following day, pilots and crews fly over the bombing and gunnery ranges to familiarize themselves with the terrain and to identify environmentally and culturally sensitive areas. Finally, for nine days, crews are involved in aerial combat, frequently using live munitions. Many of the aircraft carry instrumentation pods that send aerial engagement data to receivers on the ground. The information is then forwarded to Nellis, where it is monitored for safety and taped for review.

The exercises are designed to help pilots learn to cope with the high stress of

air combat, which they would not feel to the same degree in flight simulators. After the Red Flag exercises, pilots and crew members are debriefed. The information is used to recreate the battle during debriefing, and pilots and crew members review their performance.

Nellis instructors are intolerant of undisciplined behavior in combat pilots because errors can cost lives. In fact, a pilot can be handed a ticket home for committing a serious error. Due to the complexity of the Red Flag exercises, safety is of the utmost concern. Colonel Moran feels that the exercises are a crucial aspect of combat training because, "You have to train the way you fight.

"The ranges are an asset," he says. "They allow us to drop the full spectrum of live and inert munitions. Live (high explosive) weapons are used to ensure maintainability, reliability and realism. Timing is crucial, as weapons blast fragmentation patterns can cause aircraft damage." Forty-five percent of the Air Force's live weapons used in training are dropped at the Nellis ranges, as well as 80 percent of the live weapons used by Air Combat Command (7,000 live munitions a year). In the Las Vegas area, Nellis officials must stay abreast of development zoning in order to maintain safe buffer zones for the loading of live munitions.

Continued on page 27

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USAF's newest fighter, the F-22 "Raptor"

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The Air Force's mission is to maintain air superiority and offensive capabilities in order to defend the country well into the future. As such, it continues to introduce new weapons systems. While the B-52 and A-10 are still part of its active inventory, 21st century combat pilots may see more action in a B-2 and F-22. The B-2 and F-22 use the latest Stealth technology to ensure survival in a combat environment. The high-tech B-2 bomber carries a pilot and a mission commander/pilot, while the F-22 carries only a pilot.

Testing of the newest fighter plane, the F-22 "Raptor," will soon begin at Edwards AFB in California. Around the turn of the century, Nellis will become home to the F-22. At that time, approximately 350 people will be added to the base. Existing buildings will undergo additions and alterations, and a new maintenance facility and hangar will be built. Around 2005, a new division will be added to the Weapons School to support the F-22.

The F-22 is an air superiority fighter that utilizes the newest Stealth technology. It cruises at supersonic speed without afterburners and has both air-to-air and air-to-ground capabilities. In its weapons bays, the F-22 carries precision-guided weapons. Its technology is so advanced that Colonel Moran says it is "almost as close to a revolution as when we shifted from propeller to jet aircraft."

Prestige for Las Vegas

Nellis AFB is different from other bases. Colonel Moran calls Nellis and Las Vegas an unbeatable combination: "With Nellis and Las Vegas you get excitement. Nellis creates an exciting combat environment. Las Vegas creates an exciting entertainment venue."

Las Vegas is known as the home of the Thunderbirds, the Air Force's demonstration team that serves as both a public relations and a recruiting event. As an exam-

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ple of the attention they generate, during the Atlanta Olympics the Thunderbirds performed a flyby in their F-16s with an estimated television audience of three billion people. The Thunderbirds perform 55 shows in the country each year. Because they work six days a week, March through November, the pilots and crew members rotate every two years so that each year half the team is new.

On the Horizon

In the next decade, construction at the base will continue. Current projects include a visiting airmen's dormitory, phase two of new military family housing, several maintenance and operations facilities, and alterations to the fitness center.

Following the ebbs and tides of global politics, Nellis will continue to deploy personnel around the world. An average of 200 to 300 are deployed at any given time, with 1,600 total deployed worldwide annually. Currently, 263 persons are deployed to a variety of locations. Members of the 66th Rescue Squadron are in Kuwait and Turkey, and a small number remain involved in peacekeeping efforts in Bosnia. Others are involved in humani-



B. L. MOORE

The Thunderbirds USAF demonstration team is based at Nellis.

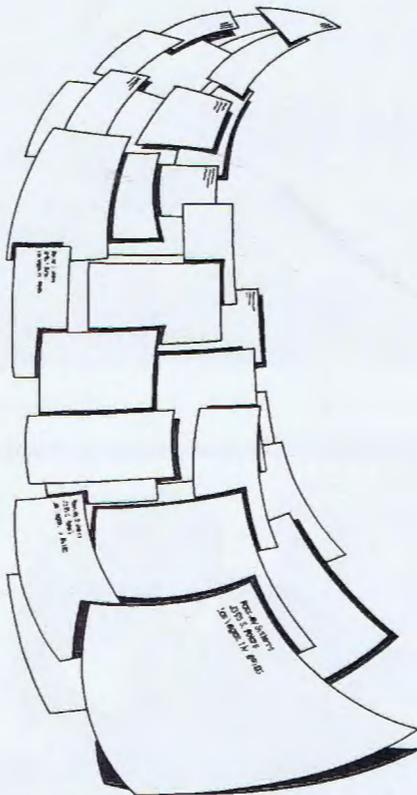
tarian aid (building hospitals and schools, drilling wells, fixing water pumps, and so on) in Guyana and throughout the U.S.

Last year, the first unmanned aerial vehicle (UAV) squadron flew at the Indian Springs Air Force Auxiliary Field, under the control of Nellis AFB, and soon a new

hangar will be built there. The Air Forces' 11th UAV squadron has been deployed to the Bosnia area of operations since September, 1996, when it assumed control of the Predator UAV from the Army.

In many ways, day-to-day operations at Nellis AFB resemble those of any business. Nellis has a mission statement and a hierarchical structure. It offers benefits and retirement to its employees, contributes volunteers to community activities, and complies with existing environmental laws. One of the biggest differences between Nellis AFB and a typical business is Nellis' product. Even in a city where the unusual has become commonplace, residents may be surprised by a sight not even the gaming moguls can recreate. If they glance skyward in the northeast part of the city, they may catch a glimpse of Nellis' premiere product - a 21st century air warrior, packaged in a high-tech plane. 

Acknowledgments: Colonel William Moran, Vice-Commander of the Air Warfare Center; Mike Estrada, Air Warfare Center Public Affairs Chief of External Affairs; Master Sergeant James Brooks, Nellis Chief of Media Relations.



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NEW AGC PRESIDENT TONY TAORMINA

Education Key to Boosting Construction Careers

Nevada's general contractors will push for stronger ties to the education community in the 1997-98 school year and their new president, Tony Taormina, will lead the way. Taormina, president/CEO of United Construction Company, has begun his new term as president of the Nevada Chapter of the Associated General Contractors of America vowing to continue the AGC tradition of solid service to the community, with a keen focus on education.

"I don't care if it's kindergarten through 12th grade, or at the university level, we have to spread the word about the construction career opportunities and make sure our schools' curriculum reflects the skills needed for our industry," he said.

Last year, construction proved to be one of Nevada's highest paying job sectors with solid growth — one out of five new jobs created in Washoe County in 1996 was construction related.

"The skills we need to stress include math, general science and good, old fashioned work ethics," Taormina said.

Taormina's United Construction Company is one of Nevada's largest builders. UCC has built more than 15 million square feet of office, retail, public school and manufacturing space since Taormina co-founded the company with partner Michael Dermody in 1978. Back then, it was essentially a one-man operation; UCC now has more than 75 employees.

"The company was pretty much one guy. I was the guy who met the clients, did the estimating and then became the project manager and superintendent," Taormina said. "The one thing I've learned in all these years is you can't do it by yourself anymore. I learned the team approach works best at my company and that's the



kind of approach we want to continue to use at the AGC."

This approach has brought UCC a stable work force and repeat customers.

Taormina grew up in the construction industry. His father, Tony, moved from Sacramento, Calif. in 1960 to build homes in the Truckee Meadows for R.F. Sweets, and eventually started his own firm, T&K Construction. Taormina worked summers with his dad while going to school.

After serving with the Army in Vietnam, Taormina settled back into his father's construction business. He was involved in major construction projects, working with Meiser Enterprises and Reno America Corp., before striking out on his own.

"I would have to say that UCC is a real grassroots company, built on contacts we've made over the years," Taormina said. "Those contacts live and die on good customer relations."

Taormina brings this customer focus to his role as AGC president. He believes

another important goal for the organization is to provide good membership services. More than 300 companies belong to the Nevada Chapter, which is based in Reno.

The chapter was founded in 1939, taking an active role in national and local construction issues, such as job site safety, training and legislative issues related to the industry. The AGC has contributed its expertise to many community projects and "good neighbor services" ranging from donating labor and materials to community causes, to establishing a construction education curriculum in conjunction with the UNR College of Engineering.

Taormina encourages students to plan a career in construction, but admits his career was not the result of long-term planning. "I never had a vision that I would be in the construction industry, it was just part of our lives and we all seemed to work through it," Taormina said.

"What I learned from my father was how to work, and how to be dependable. The one thing we can do for our kids is to teach them how to work, and take care of themselves and their families."

Taormina and UCC have put action in these words as the "Partner in Education" for Brown Elementary School. Each year, the company hosts a career day, and many UCC employees talk about their respective careers. Students receive insights into such things as making and finishing concrete blocks, backhoe excavation, roofing, soil conservation and erosion, design and installation, accounting and construction work in general.

Even while working hard, Taormina enjoys time off with his family. He has been married to his wife, Beverly, for 25 years, and they have three children. 

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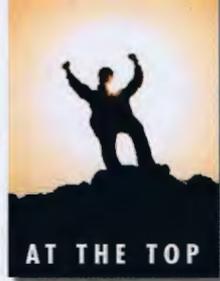
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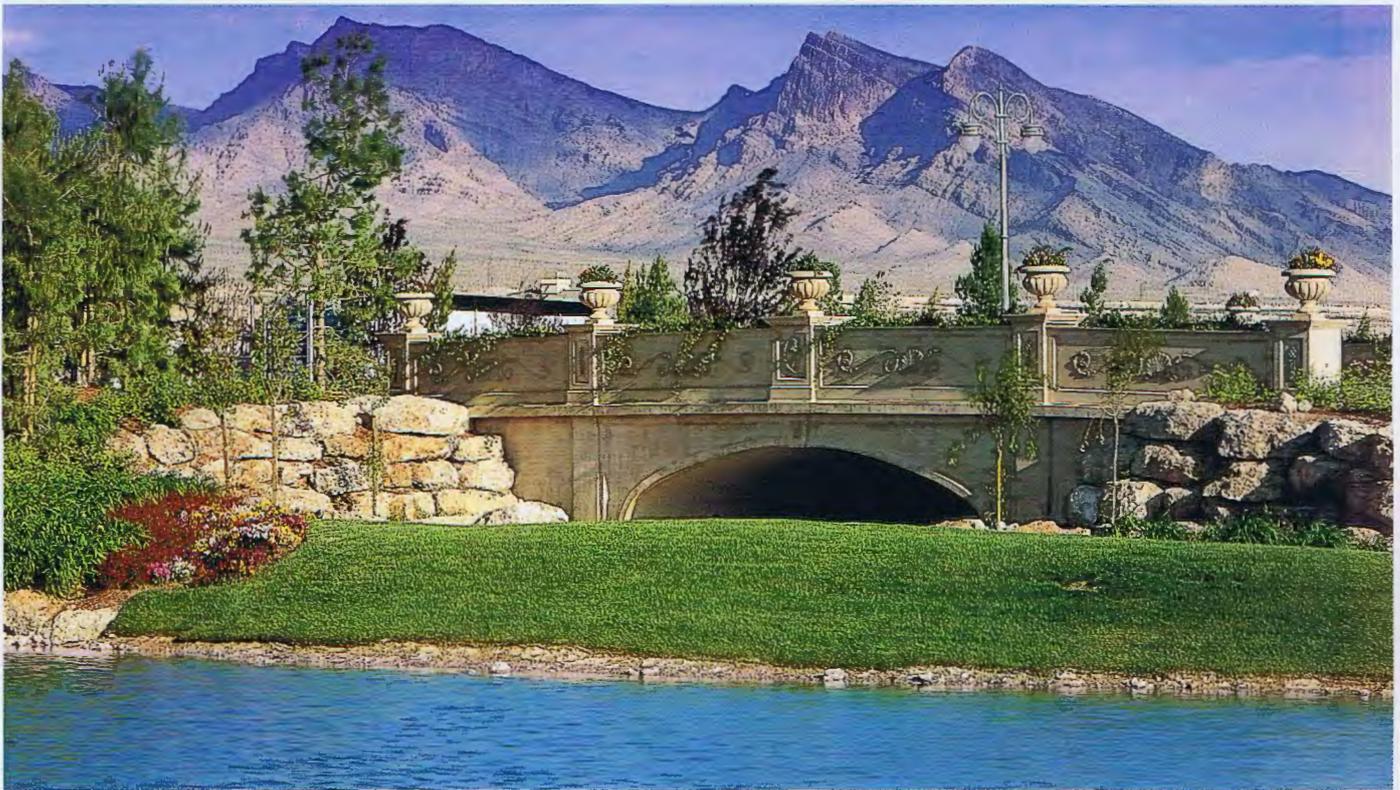
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QUEENSRIDGE

Gated community features an aristocratic European flair



Poet's Park at Queensridge

For more than 20 years, the Peccole Nevada Corp. (PNC) has committed itself to building some of the most prestigious communities in Las Vegas, such as Canyon Gate and Peccole Ranch.

But nowhere is that commitment to quality better exemplified than at Queensridge, PNC's crown jewel. With its views of Red Rock Canyon and the lights of Downtown Las Vegas, and its lush landscaping and distinctive architecture, Queensridge is perhaps the most unique gated community in Southern Nevada.

For PNC Founder Bill Peccole and his wife, PNC President and Chairwoman

Wanda Peccole, Queensridge is the fulfillment of a long-held vision for Las Vegas.

"Wanda likes classy things and she loves Europe," said PNC Chief Executive Officer Larry Miller. "The name 'Queensridge' means something. Because of that, we want to do our best to carry out Bill's vision of a gated community with something for everybody."

Queensridge features golf course view homes, custom lots from one-half acre to one and a half acres, three parks, a club and fitness center and a guardhouse staffed 24 hours a day. Flanking the entrance, a pair of bronze horses stand 17

feet tall and weigh a combined four tons. The sculptures, by world-renowned equestrian sculptor Snell Johnson are believed to be the largest bronze horses ever cast in the United States.

Four well-known builders are participating in the initial development of Queensridge: Capital Pacific Homes, Christopher Homes, Pulte Homes and Trophy Homes.

"A project like Queensridge takes guts," Miller said. "It takes a huge amount of capital up front before you see a dime in return. Nobody has done a development like this since Spanish Trail, and the

Peccoles are trying to improve upon that.”

The community offers a host of amenities including Queensridge Club and Fitness Center complete with health spa and state-of-the-art exercise equipment. Club members also have access to two championship tennis courts, an exercise pool, a recreational pool and two Jacuzzis. Club membership dues are included in the homeowner association fees.

The center also includes a banquet facility that can accommodate 107 people, a media center, an activity center and a fully-equipped kitchen that can be used either by residents or caterers.

At the heart of the residential developments is Children’s Park, comprised of play areas, a basketball court, picnic benches and barbecue grills.

A more intimate garden near the entrance to Queensridge, Poet’s Park, has five seating areas with views of the lake beyond. The areas are interconnected by a series of decomposed granite pathways, similar to those found in European gardens, and have decorative light standards illuminating the pathways.

Nestled amid the custom-home sites, the View Park affords vistas of the mountains beyond and the golf course below. The park features meandering turf areas and benches, with decorative wrought iron fencing providing security without interrupting views.

Bill Peccole’s vision of European-style splendor in Las Vegas began nearly a half-century ago with a prescient – and fortuitous – business decision.

During his stint on the Las Vegas City Council, from 1949 to 1953, Bill exchanged 15,000 acres he owned near Lovelock for 3,000 acres in the desolate northwest area of the Las Vegas Valley. From the outset, he realized the barren stretch of Mojave Desert held promise for the future.

“He knew almost 46 years ago that this would be a great piece of property in Las Vegas,” said Miller. “In filing an exchange for the land, Bill beat Howard Hughes by 30 days.”



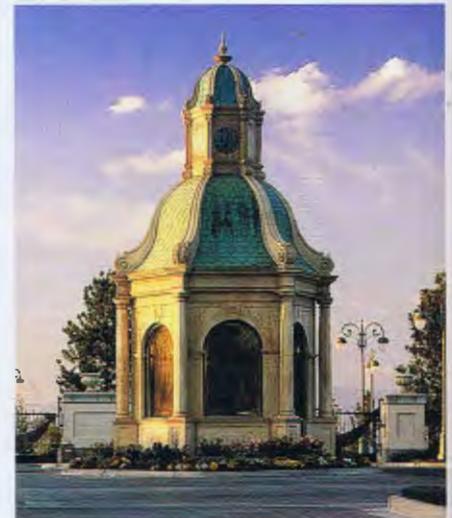
OPULLENCE STUDIOS, INC.

While serving on the council, Bill met – and eventually married – native Nevadan Wanda Lamb. In the succeeding 45 years, the Peccoles have displayed a combination of teamwork and shared business savvy uncommon for most couples.

“Bill has never backed off,” Miller said. “He believes if it’s worth doing, you have to fight for it. The same philosophy applies to Wanda. Until a couple of years ago, Bill, who is in his 80s, was still putting in 10-hour days at the office, seven days a week. He always loved to work the land and real estate. Now we’re all benefiting from the Peccole’s work.”

Queensridge is bordered by Hualapai Way on the west, the Angel Park Golf Course on the north, Charleston Boulevard on the south and Rampart Boulevard on the east. An information center at West Charleston and Rampart offers information about the community, all four builders and the custom lot program. 🍀

Above: Wanda and Bill Peccole pose in front of a massive bronze horse, one of a pair which flanks the main entrance to the Queensridge community.



*Above: The Queensridge entrance gate
Below: Children’s Park*



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CREATING PARADISE IN YOUR YARD

Selecting the right landscaping contractor can help you find that perfect outside look

by Jennifer Robison



Heightened new home construction across Nevada has led to a commensurate increase in landscaping contractors. Consumers seeking to transform barren dirt into an appealing yard concept will find they have virtually unlimited choices in landscapers. How can property owners sort through such a variety of options and be certain they've selected the ideal landscaping contractor for their needs?

For Marilyn Schaupp, a Las Vegas resident who initiated her landscaping contractor search in April, the process began when she consulted companies leaving information at her front door. "They'd see my unfinished lot, and they'd leave flyers," Schaupp explained. "Some of them just rang the doorbell to talk to me directly."

Schaupp sought ideas and bids from about nine contractors, and received price quotes ranging from \$3,500 to \$20,000 for her 75-foot by 100-foot homesite. "It became pretty apparent that there's a landscaper for every budget," she recalled. "I'm glad I consulted as many as I did, because they all had very different ideas and price ranges. Some had concepts and bids that I liked better than others, but that's why it's so essential to shop around."

Schaupp eventually selected Environmental Landscape Designs, Inc., after meeting company CEO and President Maxine Wise at a home show. Schaupp chose Environmental Landscape Designs, whose price fell somewhere in between the extremes other contractors quoted, because she felt most comfortable with Wise's interest in listening to her needs and wants.

"Finding a landscaping contractor who'll listen to you is the most important thing, because you want to be able to express to him or her the look you hope to achieve," she stated. "It was easy for me to tell which contractors wouldn't listen to me — the ones who came into my yard and told me what

they wanted to do — and what they thought I needed, rather than asking for my ideas."

"I'm delighted with how my landscaping turned out. Choosing and hiring a landscaping contractor was a good experience," Schaupp concluded. "I would tell others that they can have a positive experience as well if they pre-plan, have some idea of what they like and don't like and select someone with experience. There are a lot of companies out there who just want to slap something down and disappear. You need to shop around to find quality."

According to Wise, the effective landscaping contractor will prioritize saving clients' money and preventing them from making such mistakes as choosing poorly-suited landscaping to their wants or needs. However, as with any contracting industry, consumers do need to look out for businesses who fail to place their clients' interests first.

The most basic step consumers can take to protect themselves entails checking for appropriate licensing through the Nevada State Contractors Board (NSCB), as well as contacting the Better Business Bureau to make sure a landscaping architect doesn't have extensive or unresolved complaints filed against him or her.



As a result of the Las Vegas Valley Water District's water conservation campaign, many Southern Nevada residents are opting for irrigation thrifty landscapes featuring drought tolerant plants. Photo courtesy Environmental Landscape Designs.

"Landscaping contractors should be able to present potential customers with a card bearing the name of their business and their license number," Wise stated. Calling the NSCB can also reveal to a consumer whether the landscaper is current on insurance — a critical factor in protecting consumers should any accidents occur while contractors, their subcontractors and employees are working on-site.

While possessing a license to do business often testifies to a contractor's commitment to sound business practices, Wise asserts consumers can look for other hallmarks of the serious landscaping contractor.

"If the landscaper has a showroom, office or even a storefront — any place consumers can go to meet with him or her — you can be a little more certain it's not a fly-by-night organization," she explained. "Landscaping contractors should also be able to show you a good portfolio of their work, and you must check any references they provide."

Checking references and past work proved especially important to Dan and Pam

Zehnder after they moved to Las Vegas about 18 months ago. "Since we were new in town, we really didn't have any idea regarding who was reputable," explained Zehnder, who also chose Environmental Landscape Designs. "Checking with the Better Business Bureau is important, but just because a contractor doesn't have any complaints filed against him or her doesn't mean he or she can give you the specific design you want. Go look at some of the contractor's previous jobs to make sure you're not getting a cookie-cutter designer who gives everyone the same landscape. Consider quality, and not quantity. Is there artistic value to the work? You need to ask yourself that, because that's what you're paying for."

Before beginning any extensive search for a landscaping architect, consumers also need to follow Schaupp's advice and determine ahead of time what look they prefer, in addition to what kind of maintenance they're willing to expend on their yard.

Wise concurs. "You're more likely to eliminate the possibility for mistakes if, as

the consumer, you know what your expectations are in terms of budget and landscape design," she noted. "Consumers with budgets are more apt to get what they want out of the process. When someone has an idea of the direction he or she wants to take with a landscaping concept, it makes things easier for everyone."

For those seeking landscaping for a new home, Zehnder and his wife found a unique solution for saving a little money during the process. "Our new home came with a landscaping package," he explained. "However, we wanted something that would set our home apart from the others in our neighborhood. When we decided that we were going to work with Environmental Landscape Designs, we talked to our builder's landscaping contractors. They gave us the cash value of their standard landscaping package in the plant material that fit into Maxine's design for our yard. We were able to save some money on plants that way."

Mike Reisler, president of Landscape Design, Inc., notes that numerous sources

exist for those seeking thoughts regarding landscaping themes. "There are a lot of books out there you can search through for ideas," he said. "Southern Nevadans can also visit the Desert Demonstration Gardens — sponsored by the Las Vegas Valley Water District — to gain a better understanding of what's possible in a desert environment."

Once you know more about available products and budgetary restrictions, you can concentrate on selecting a designer with whom you have a good rapport. According to Wise, personalities play more of a role in a positive landscape design outcome than many people might think.

"A potential customer may like a contractor's ideas, but if a personality clash exists, problems will emerge," she said. "As the consumer, you should look for someone who can read you and really understand your needs. In some cases you may end up spending a little more at first, but you'll be surprised at how much money, time and frustration you'll save in the end by utilizing someone who clearly comprehends your lifestyle and landscaping needs."

As Schaupp sensed Wise's willingness to listen, Zehnder asserts consumers should pay careful attention to whether a landscaper seems sincerely interested in their customers' needs and wants.

"We talked to four landscaping contractors, and the philosophy we sensed the most was, 'Here's my plan for your yard — take it or leave it,'" Zehnder remembered. "Make sure you have a good feeling about talking with the landscaper. You can tell pretty quickly whether the person is going to make an extra effort to sense your needs."

Before making your choice, be leery of the contractor who asks for the entire sum of money to complete the work up front. "Contractors should always leave a balance for consumers to pay when the work is completed to their satisfaction," Wise said. "Twenty-five percent is a reasonable balance for both the consumer and the contractor."

Also a source for concern should be the landscape architect who significantly undercuts other bids. "You really do get what you pay for, and you have to be concerned as to whether the contractor with the substantially lower bid is leaving out important elements or compromising on quality," Wise noted. "It may feel good to go with the least

"CONSUMERS NEED TO FIND SOMEONE WHO UNDERSTANDS WHAT THE LOCAL ENVIRONMENT CAN SUPPORT. YOU DON'T WANT TO SPEND \$10,000 ON A LANDSCAPE AND THEN HAVE IT DIE BECAUSE IT WASN'T WELL-SUITED TO REGIONAL CLIMATE AND SOIL CONDITIONS."

expensive alternative, but you need to think about what will happen when your automatic irrigation system fails due to poor quality or ineffective installation."

The NSCB recommends careful attention to the drawing up of a contract between landscaping contractor and consumer, which can provide recourse if such catastrophes occur. Don't allow work to commence without making sure all details are in writing and both parties have signed agreement. Also, remember not to sign any contract unless you completely understand its language and agree to all its terms.

Consumers must also consider whether a contractor has an extensive working familiarity with Nevada's environment and is apprised of such issues as annual rainfall and soil quality and content.

"The desert, for example, is not like any other place in the country, and what works well in other regions obviously may not do well here," said Wise, a landscaping presence in Las Vegas for nearly nine years. "Consumers need to find someone who understands what their local environment can support. You don't want to spend \$10,000 on a landscape and then have it die because it wasn't well-suited to regional climate and soil conditions."

Part of furnishing customers with realistically-designed landscapes entails honesty. Rather than just giving a customer exactly what he or she asks for, a landscaper needs to be forthright about whether a certain specimen will thrive in a yard. "I never tell clients that they can't have a specific plant,

but I will recommend to them that they not include it in the design," Wise noted.

If you've been careful about picking a landscaping architect who seems genuinely interested in working with your needs, you should expect quality customer service throughout the landscaping process. "A good landscaping contractor will enjoy giving customers that personalized attention," Wise said. "There can be problems if a contractor doesn't keep in touch to make sure everything is proceeding properly. You want a contractor who is out checking on your job two to four times a day."

Wise also explained that problematic situations can emerge even when great care has been taken in selecting a landscaper. What will separate the quality contractor from the rest is the effort which he or she invests to remedy a crisis. "Although subcontractors reflect upon the contractor, problems can arise," she stated. "A contractor's ability to rectify a situation depends on the degree to which he or she is willing to spend time and effort to fix the problem. If you've looked for sincerity in your landscaping contractor from the beginning, then that sincerity will still be there if a problem needs to be addressed quickly and effectively.

"As landscaping contractors, we're coming into your domain and creating something that should be a reflection of your personal tastes," Wise concluded. "Make sure you can have a relationship extending beyond simple business transactions — your contractor should be able to get to know you and your lifestyle. You should be able to laugh with your contractor, to share your thoughts and feel comfortable with him or her. That's key to making sure you get the landscape design you want, not the one your contractor wants."

Dan Zehnder says he would recommend hiring a landscaping contractor to any homeowner seeking a different look. "It's a great option for someone who wants a unique landscaping design, but doesn't have the time to find and coordinate the four or five subcontractors it takes to complete the task," he said.

With a little forethought and self-education, many consumers will find the landscaping architect selection process enjoyable, and will soon be on their way to having the landscape they've always wanted.

New Law Protects Existing and Prospective Members of Homeowner's Associations



OPULENCE STUDIOS, INC.

Most homeowner's associations seek to protect the property values, aesthetics and environment of the community and its member homeowners. Pictured: Spanish Trail golf course community.

The recent passage of Senate Bill 314 ushers into law protection for homeowners that are part of a common interest community with an association.

Designed to strengthen state laws governing homeowners associations, SB 314 places much stricter requirements on homeowners associations for holding meetings, preparing agenda, and maintaining financial records. The bill limits the ability of associations to foreclose a lien for nonpayment of fines, unless violations are related to health and safety concerns. It also mandates that associations maintain adequate reserve funds for major repairs.

The bill also created the Office of Ombudsman for Owners in Common-Interest Communities within the Department of Business and Industry, Real Estate Division. However, due to a funding mechanism, the ombudsman position will probably not be filled for up to a year. During the interim, Nevada State Attorney General Frankie Sue Del Papa's office will assist with public education of the new law.

One of the requirements of the new law is that all prospective buyers of a unit in an association be provided with the following disclosure statement.

What you should know before you buy or sell a home in a common-interest community:

1. You are agreeing to restrictions with regard to how you can use your property.

These restrictions are contained in a document known as the Declaration of Covenants, Conditions and Restrictions (CC&Rs) that should be provided for your review before making your purchase. The CC&Rs become a part of the title to your property. They bind you and every future owner of the property whether or not you have read them or had them explained to you. The CC&Rs, together with other "governing documents" (such as association bylaws and rules and regulations), are intended to preserve the character and value of properties in the community, but may also restrict what you can do to improve or change your property and limit how you use and enjoy your property. By purchasing a

property encumbered by CC&Rs, you are agreeing to limitations that could affect your lifestyle and freedom of choice. You should review the CC&Rs and other governing documents before purchasing to make sure the limitations and controls are acceptable to you.

2. You will have to pay owner's assessments for as long as you own your home.

As an owner in a common-interest community, you are responsible for paying your share of expenses relating to the common elements, such as landscaping, shared amenities and the operation of any homeowner's association. The obligation to pay these assessments binds you and every future owner the property. Owner's fees are usually assessed by the homeowner's association and due monthly. You have to pay dues whether or not you agree with the way the association is managing the property, or spending the assessments. The executive board of the association may have the power to change and increase the amount of the assessment and to levy special assessments against your property to meet extraordinary expenses. In some communities, major components such as roofs and private roads

must be maintained and replaced by the association. If the association is not well managed or fails to maintain adequate reserves to repair and replace common elements, you may be required to pay special assessments to accomplish these tasks.

3. If you fail to pay owner's assessments, you could lose your home.

If you do not pay these assessments when due, the association usually has the power to collect them by selling your property in a nonjudicial foreclosure sale. If fees become delinquent, you may also be required to pay penalties and the association's costs and attorney's fees to become current. If you dispute the obligation or its amount, your only remedy to avoid the loss of your home may be to file a lawsuit and ask a court to intervene in the dispute.

4. You may become a member of a homeowner's association that has the power to affect how you use and enjoy your property.

Many common-interest communities have a homeowner's association. In a new development, the association will usually be controlled by the developer until a certain number of units have been sold. After the period of developer control, the association may be controlled by property owners like yourself who are elected by homeowners to sit on an executive board and other boards and committees formed by the association. The association, and its executive board, are responsible for assessing homeowners for the cost of operating the association and the common or shared elements of the community and for the day-to-day operation and management of the community. Because homeowners sitting on the executive board and other boards and committees of the association may not have the experience or professional background required to understand and carry out the responsibilities of the association properly, the association may hire professional managers to carry out these responsibilities.

Homeowner's associations operate on democratic principles. Some decisions

require all homeowners to vote, some decisions are made by the executive board or other boards or committees established by the association or governing documents. Although the actions of the association and its executive board are governed by state laws, the CC&Rs and other documents that govern the common-interest community, decisions made by these persons will affect your use and enjoyment of your property, your lifestyle and freedom of choice, and your cost of living in the community. You may not agree with decisions made by the association or its governing bodies even though the decisions are ones which the association is authorized to make. Decisions may be made by a few persons on the executive board or governing bodies that do not necessarily reflect the view of the majority of homeowners in the community. If you do not agree with decisions made by the association, its executive board or other governing bodies, your remedy is typically to attempt to use the democratic processes of the association to seek the election of members of the executive board or other governing bodies that are more responsive to your needs. If persons controlling the association or its management are not complying with state laws or the governing documents, your remedy is typically to seek to mediate or arbitrate the dispute and, if this avenue is unsuccessful, file a lawsuit and ask a court to resolve the dispute. In addition to your personal cost in mediation or arbitration, or to prosecute a lawsuit, you may be responsible for paying your share of the association's cost in defending against your claim. There is no government agency in this state that investigates or intervenes to resolve disputes in homeowner's associations.

5. You are required to provide prospective buyers of your property with information about living in your common-interest community.

Before you enter into a purchase agreement, the law requires you provide any prospective purchaser of your property a copy of the community's governing documents, including the CC&Rs, association bylaws, and rules and regulations, as well as

a copy of this document. You are also required to provide a copy of the association's current financial statement, operating budget and information regarding the amount of the monthly assessment for common expenses, including the amount set aside as reserves for repair and replacement of common elements. You are also required to inform prospective purchasers of any outstanding judgments or lawsuits pending against the association of which you are aware. You are also required to provide a copy of the minutes from the most recent meeting of the homeowner's association or its executive board. For more information regarding these requirements, see Nevada Revised Statutes 116.4103.

6. You have certain rights regarding ownership in a common-interest community guaranteed to you by the state.

Pursuant to provisions of chapter 116 of Nevada Revised Statutes, you have the right:

- a) To be notified of all meetings of the association and its executive board, except in cases of emergency.
- b) To attend and speak at all meetings of the association and its executive board, except in some cases where the executive board is authorized to meet in closed, executive session.
- c) To request a special meeting of the association upon petition of at least 10 percent of the homeowners.
- d) To inspect, examine, photocopy and audit financial and other records of the association.
- e) To be notified of all changes in the community's rules and regulations and other actions by the association or board that affect you.

Although they may be voluminous, you should read the documents that will control your ownership of a property in a common-interest community. You may wish to ask your real estate professional, lawyer or other person with experience to explain anything you do not understand. You may also request assistance from the ombudsman for owners in common-interest communities at the Nevada Real Estate Division. 

WESTAR

Serving area homebuilders with appliances . . . and more

by Chuck N. Baker

Kitchen and bath products don't always carry the excitement or glamour of fine furniture or draperies.

But don't tell that to Chuck Keller of Westar Contract Kitchen & Bath Corp. As a supplier for more than 20 major appliance brands, Westar is able to generate excitement and prestige by presenting, promoting and selling the latest lifestyle products. His customers are some of the most particular you'll find — Las Vegas area homebuilders.

Keller says the privately-held company, which has been serving its customers since 1978, is recognized as the number one distributor of General Electric appliances to homebuilders in the Western United States. RCA Custom Home Theatre has recognized Westar as the number one distributor of its large screen TV systems, and Jacuzzi has named Westar one of its largest U.S. distributors. Large screen TV and spa style products punctuate the willingness of the company to expand into new areas. "We started out in appliances, and branched out. We're always looking for new products," Keller notes.

Some of the companies represented by Westar include Sub-Zero, Dacor, Viking, Jacuzzi Whirlpool Bath, Water Purification and Home Environment Systems, KitchenAid, Gaggenau, Asko, Franke, U-Line, Monogram, Scotsman, FireMagic and Vent-A-Hood.

"The company has been operating in Las Vegas for about seven years," Keller says. Other office locations include Albuquerque, Tucson, Scottsdale and Tempe. The firm is headquartered in Tempe under the direction of corporate president Robert Stamm, who ran the Las Vegas office prior to Keller.

Keller has been with the company for three years and has been in the Las Vegas office for two years. He says there are 23 local employees at the Procyon Avenue show-



Chuck Keller demonstrates a product in the Westar showroom

room that includes offices and a warehouse.

Keller points out Westar provides advantages for both homebuilders and homebuyers. "Builders can shop at one location and see the appliances 'live.' And our salespeople will go to a home and show the buyers how to use the equipment."

He continues, "Builders often send their buyers to our showroom, and our inside sales force is able to demonstrate products. Our inside salesmen are on salary, not on commission, so they don't try to push anything on anybody."

Homebuilders often contract with Westar to purchase selected models of appliances and place them in all new homes in a particular neighborhood. If buyers want upgrades to more expensive products, the builder sends them to Westar's showroom to view available choices and make selections.

Prices of appliances built into homes can often be added into a mortgage, "if the builder has included it in the home as a standard appliance," Keller says. "For example, if a builder puts up 100 houses and offers 35-inch screen TVs with each house, the cost can be put into the mortgage. If

he offers it as an inducement for six months to buy the house, then it can't be put in the mortgage because it's not a standard item. Other builders include water softeners and reverse osmosis systems."

Much of the marketing work is accomplished by Westar's outside sales force, which regularly calls on builders. Sales assistants work the telephone. If a contractor needs a dimension, or has a question or a problem, he can call and an assistant will provide answers.

"We provide service," Keller says. "The appliance business changes, and model numbers change. You have

price increases from manufacturers twice a year. It's highly competitive; it's a lot different from lighting or carpeting, where there is a tremendous markup. We operate on a very small margin. I have 23 employees, so it's dog-eat-dog more or less out there."

He says he has two prime Las Vegas competitors, as well as several of the major brands that sell directly to larger builders. "GE has its own sales force here in town, and I compete with that. But a lot of local builders would rather buy from a local distributor that can service their account." Keller says if he has a dishwasher panel that is scratched, he will often send someone to "change it out." But he says an original equipment manufacturer might charge as much as \$25 "just to start their trucks."

With the vast majority of its sales made to residential builders, one might wonder what the future bodes for Westar if and when the Las Vegas homebuilding market slows down, which it surely will some day. Keller acknowledges potential changes in the marketplace, and notes the company has one-, five-, and 10-year business projections. But he has other strategies ready as well.

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"With our wiring systems, we can also provide installations in light commercial locations. We are looking into expanding into home security. We are not afraid to try something new and go in a new direction if it looks like it's going to be the future. With satellites, digital and new technology coming down the pike in the next five years, we'll do well. If we were strictly appliances, I think we might be very concerned."

One new product that fits the bill is made by Lucent Technologies, a high-speed digital home-wiring system called Homestar which requires specialized wiring techniques for which, Keller says, most electricians are not trained. Westar installs the wiring and control boxes in new homes during the construction process.

"Whole subdivisions are now requiring that builders wire Homestar or the equivalent. I had to send two people to school to be certified to install this," he said of the thick wire that is used in such applications. "We come in right behind the electrician. We drill our own holes and side mount the cable box right along side the electrical box. It readies the whole house for any new digital services available now or in the future."

Westar also gives back to the community through its support of charities. The company works with Nevada Power on the Christmas in April program, which provides for helping low-income, disabled and elderly homeowners through renovations and repairs. Along with General Electric, Westar donated appliances for 14 such homes. Westar supports Child Haven and Shade Tree Women's Shelter, the latter by donating Christmas gifts in the name of many homebuilders to needy individuals at the shelter.

But taking care of homebuilders and selling them appliances are the main objectives of Westar. Keller concludes, "Our philosophy is we actually work for our builders. They have us on their payroll. If we can't help them sell houses, they're gonna go somewhere else. And we work hard to insure that won't happen."



Host Stephen Brock, President of the *Nevada Business Journal* and his co-hosts invite you to join them and their guest-starring business leaders for an hour of business strategies, plans and information. Co-hosts include:

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PULTE HOMES

Providing the personal touch

by Larry Purcell

The personal touch remains the watchword of a Pulte home. Pulte Corporation is the largest homebuilder in the United States. It's founder, Bill Pulte, a teenager when he began building homes in his native Michigan, still takes a daily, active part in the company's management.

Steve Petruska, president of the company's Las Vegas division, started with Pulte Homes in Michigan in 1983 and moved here from Pulte Homes-Houston in 1992 to initiate the company's operation. Pulte Homes' first year in Las Vegas produced seven closings, with 263 closings in 1993. This year, between Pulte Homes and its sister corporation, Canterbury Communities, the company expects over 1,000 closings.

In 1992, Petruska recalled the Southern Nevada market being dominated by local and regional builders, with no public corporations on the top ten list. Las Vegas was an insider's market, making it difficult to buy land suited for residential development.

Pulte's philosophy of not entering a market if it couldn't be one of the top five held for Las Vegas in 1989. It was more timely in 1992, with the market coming off a low year. The Gulf War in 1991 had the housing industry across the country in a lull and it proved to be ideal conditions for Pulte to enter the Las Vegas market. The land market was recovering and the company could buy land at 1989 prices. The market then followed with three years without inflation.

Petruska stated that the advent of Sun City changed the profile of the prospective homebuyer, with significantly more active adults and retirees in the marketplace. The general employment profile was still dominated by service professionals. The largest sector of the market was still families. The active adult and retiree segment of the market started growing more rapidly; exceeding the service sector and family segments.



The Pulte Homes' team

In 1992, Pulte was attracted to the strength of the family market. The average age of the population created the single-family, single-story homes niche on larger lots. Pulte's research led to targeting both active adults and families by building predominantly single-story dwellings. This plan, however, meant a larger lot, losing density and creating a home priced slightly higher than competitors, but consumers recognized the value of the single story. It is perceived that single-story homes are easier to heat and cool and they also resolve the critical privacy issue for a homebuyer.

In the \$150,000 and above price range, homebuyers want more standard items than options. Petruska says Pulte listens to the consumer by putting value in the home without useless and frivolous items. The company opened affordable housing in the community under the Canterbury name when the market moved away from affordability.

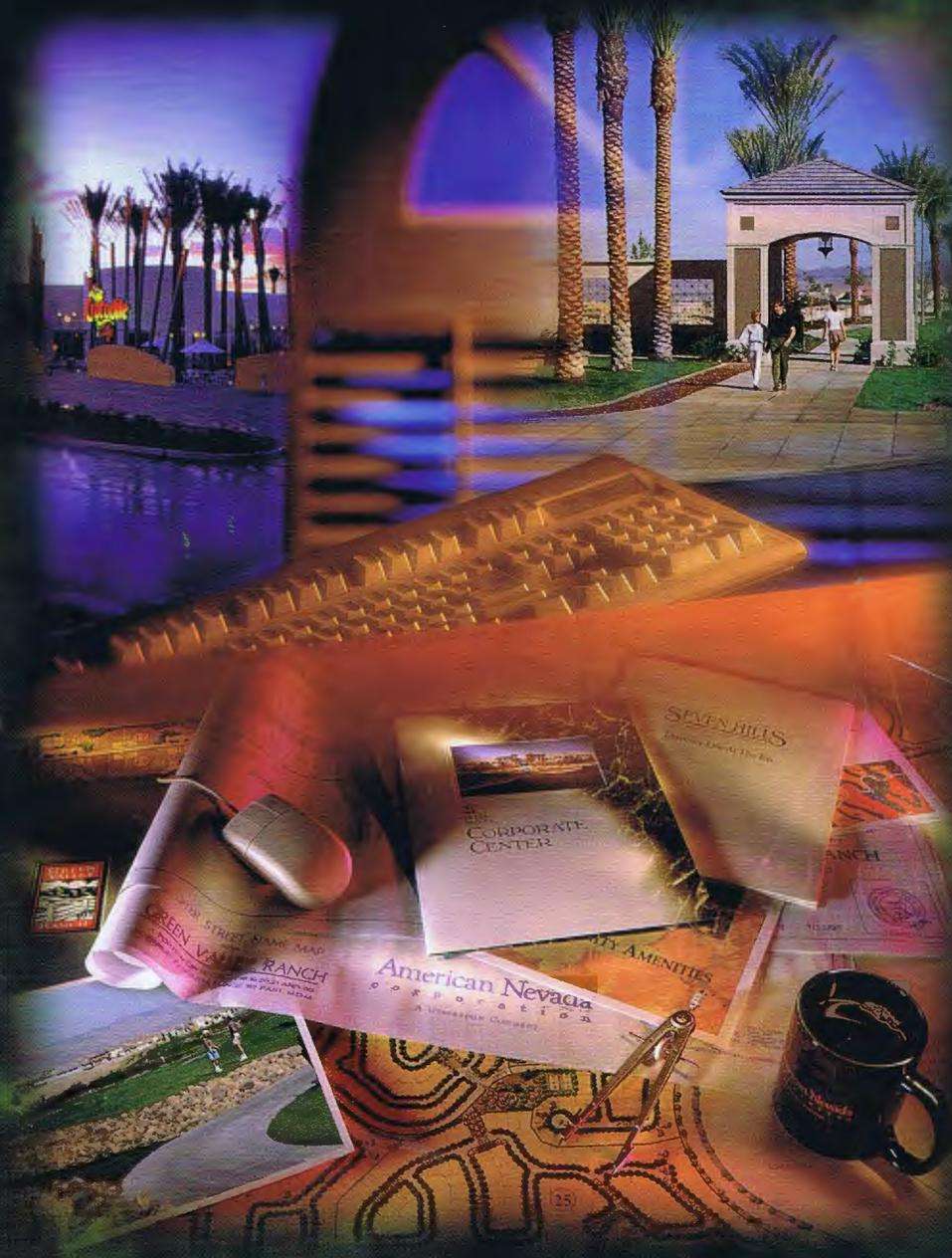
Steve Petruska sees ongoing growth in the

over \$300,000 market. For example, in 1992 with only two or three stores, JC Penney's distribution needs were served from Phoenix. As Las Vegas's population grew, so did its retail needs and centralized distribution, with upper level managers seeking housing in the \$300K to \$400K range. Pulte moved profitably into that buyer profile.

Pulte's ability to respond quickly to market trend relies on its decentralized management style and the entrepreneurial character of its personnel. Petruska makes the calls for the Las Vegas market including the purchase of land. The operation can spot trends and act quickly. His advice to his people – listen to customers, tell them what we're doing – they're not clairvoyant.

Petruska believes the service industry drives Las Vegas's job growth. New businesses must fit the criteria – light industry, non-polluting and non-water intense. Population growth has generated increased

continued on page 59



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ANC-3 American Nevada Corporation continues on major growth path

ANC-5 Green Valley Ranch offers wide selection of homes, prices

ANC-8 Housing choices abound at Seven Hills

ANC-9 Rapid sales may lead to early completion of The Estates at Green Valley Ranch

ANC-10 Two senior managers promoted to spearhead growth

ANC-12 American Nevada a leading developer of commercial properties

Photo: TechPark at Green Valley Corporate Center

PHOTO BY JEFF GALE

American Nevada Corporation Continues on Major Growth Path

As the 21st Century approaches, American Nevada Corporation continues on a dramatic growth path in the development of residential and commercial properties. From the recent partnership with Forest City Enterprises and Terry Johnston as development manager for the 1,310-acre Seven Hills master-planned community, to the development alliance with St. Rose Dominican Hospital for a \$13 million medical center in Green Valley, the company continues to expand and diversify its activities in Southern Nevada and other areas of the United States. In addition to its vast holdings and development and management activities in Nevada, American Nevada Corporation is currently in the acquisition mode in the Denver, Colorado market, looking closely at one or more potential community-scale projects there. The company is also in the entitlement phase for master-planned communities in Arizona and California.

A Greenspun, Inc. company, American Nevada Corporation is a privately-held, Nevada-based corporation with a strong reputation for the successful design and development of premier master-planned communities. The company is recognized nationally for outstanding achievement in the development industry and is ranked as one of the top developers of master-planned communities in the United States.

Greenspun, Inc. owns and publishes the *Las Vegas Sun*. The company also owns Prime Cable, NEXTLINK and Hospitality Network, which provides in-



OPULENCE STUDIOS, INC.

Seven Hills Sales and Information Pavilion

room video services to approximately 100,000 hotel rooms in 29 states and in the Bahamas.

On the community side, American Nevada Corporation has evolved from a local developer to a regionally significant and nationally-recognized developer of master-planned communities. The firm now has five community-scale projects in various stages of development in the Southwest. In Southern Nevada, these include Green Valley (7,100 acres), Green Valley Ranch (1,310 acres) and Seven Hills (1,300 acres).

Each of the company's master-planned communities reflects a balanced design, incorporating a wide range of housing choices — from apart-

ment homes, townhomes and condominiums; to single-family homes and lavish, custom estate residences.

In the area of commercial development, American Nevada Corporation has experienced unprecedented growth over the past four years. The company has gained national recognition for the development and management of a wide range of commercial properties including office complexes, neighborhood shopping centers, business parks, light industrial, entertainment centers and medical facilities.

American Nevada Corporation is now developing commercial properties at a rate of more than 600,000 square feet per year. The company has a port-



A Green Valley Ranch "parkette"

the Arroyo Trail — a pedestrian and bicycle path along a natural arroyo that traverses the community from north to south. The Arroyo Trail now winds from Desert Shadow Trail, south across Paseo Verde Parkway to the neighborhood park adjacent to the Fountain Hills and Pavilion Pointe neighborhoods.

New neighborhoods currently under development are Monument Pointe by Spectrum Construction; Richmond Heights by Richmond American Homes; Stag's Leap by Nigro Associates; Reflections, The Enclave and Premiere by Pulte Homes; Mountain Pointe II

Townhomes and Carriage Club by US Home; Sentosa by Kaufman and Broad of Nevada; Shadow Ridge by Beazer Homes; Crystal Springs, Fountain Hills and Fontana d'or by Coleman Homes; Pavilion Pointe by Concordia Homes; Pacific Images and Pacific Trace by Pacific Homes; Regency Hills and Copper Ridge by Pardee Homes; Altezza Estates by Capital Pacific Homes, and The Estates at Green Valley Ranch by American Nevada Corporation.

The Green Valley Ranch Information Center is located on Green Valley Parkway, south of Lake Mead Drive, and is

open daily from 10 a.m. to 6 p.m. (5 p.m. standard time). Visitors can access informational materials including maps to new neighborhoods, and brochures that focus on commercial facilities and cultural events.

American Nevada Corp. is a Greenspun company and primary developer of Green Valley and Green Valley Ranch. The company is also a partner and development manager of the Seven Hills master-planned community.

Greenspun, Inc., is owner of Prime Cable, Hospitality Network, the *Las Vegas Sun* and NEXTLINK. 

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of development under my leadership. Our project managers will be in charge of their own 'companies' — each of them totally responsible for their particular projects. This will enable us to more efficiently manage our expansion here and in markets outside of Nevada."

On the commercial side, Perlmutter assumes his new responsibilities on the heels of unprecedented commercial growth in Green Valley.

From 1974 to 1993, the year Perlmutter joined American Nevada Corp., the company developed a total of approximately 289,000 square feet of commercial space in Green Valley.

"Right now, we're developing at an annual rate of more than 600,000 square feet per year," Perlmutter said. "So rather than being considered solely as an ancillary function of the community division, we've become a major commercial developer in our own right. In the past year-and-a-half alone, the American Nevada commercial portfolio tripled from approximately 500,000 square feet to about 1.5 million square feet including properties we have set for completion this year. Ultimately we will have about 8 million square feet of commercial properties in Green Valley, which means we could be busy here for the next eight to 10 years.

"Of course, we will continue developing commercial in conjunction with our future master plans and selectively consider other opportunities as they are presented to us."

Nelson, who has more than 25 years of experience in land development, joined American Nevada Corp. in 1984. Prior to that, he served for 15 years as partner and president of Harman, O'Donnell and Henniger Associates, Inc., a Denver-based land development consulting firm involved in the creation of about 200 new towns and master-planned communities nationwide. He graduated from Iowa State University with a bachelor of science in landscape



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architecture and later received a master's degree in urban planning from the University of Arizona.

Perlmutter has more than 20 years of experience in real estate management and development. Prior to joining American Nevada Corp. in 1993, he was commercial division vice president and partner with the St. Louis division of

Paragon Group, Inc., one of the nation's largest full-service real estate firms. Before that, he served as vice president of development for Lincoln Property Company. He holds a bachelor's degree in economics from the University of Wisconsin and a master's degree in business administration from Columbia University in New York.

American Nevada Corporation a Leading Developer of Commercial Properties

American Nevada Corporation is currently involved in the development of commercial projects that span from the northern edge of Green Valley to Green Valley Ranch — all designed to provide homeowners with convenient access to needed goods and services.

In the southern sector of Green Valley and in Green Valley Ranch, a series of business openings are underway, many commercial projects are nearing completion, and many more are in the planning and development stages.

Retail

Pebble MarketPlace recently opened at the southeast corner of Green Valley Parkway and Pebble Road. The \$12.2-million, 20-acre, 160,000-square-foot facility is anchored by a 60,000-square-foot Smith's Food and Drug Center. The

center also has a variety of retail stores, restaurants and a multi-tenant food court offering an assortment of food items and opportunities for indoor and outdoor dining. The site also includes a free-standing, full-service Bank of America branch.

Paseo Verde Plaza, a \$7.2 million, 110,000-square-foot shopping center inside Green Valley Ranch is set to be complete in final quarter 1997. It is located on an 11.4-acre parcel at the southwest corner of Valle Verde Drive and Lake Mead Drive and will be anchored by a 52,400-square-foot Albertson's Food and Drug Store. It will also have a multi-tenant food court with indoor and outdoor dining facilities.

The original Green Valley master-planned community, to the north of Green Valley Ranch, offers more opportunities for shopping, dining and

entertainment than any other master-planned community in Southern Nevada. More than 150 stores provide an unparalleled selection of products and services at Green Valley Town Center, Green Valley Plaza, the Athenian Center, and Gateway Plaza. From Trader Joe's to United Artists Theatre to Mountasia Family Fun Center, there is something to suit the wish list of every shopper and every family seeking wholesome fun and entertainment.

Medical

Parkway Medical Plaza is scheduled to open at the northeast corner of Green Valley Parkway and Lake Mead Drive in second quarter of 1998. The \$15-million, 94,494-square-foot medical center is a partnership comprised of St. Rose Dominican Hospital, American Nevada Corporation and several area physicians.

The three-story building will have a 35,850-square-foot outpatient medical facility on the first floor and 58,644 square feet of physician offices on the two upper levels. Services will include ambulatory care, outpatient surgery, women's care, physical therapy and a wide range of diagnostics. The office space will be occupied by physicians in a variety of medical specialties.

Office/Professional

Two, 50,000-square-foot, Class-A office buildings have been completed at Green Valley Corporate Center, a new 90-acre office park offering Class-A and research and development



Pebble MarketPlace

JEFF GALE



JEFF GALE

Green Valley Corporate Center II

(R&D) space at the northwest corner of Green Valley Parkway and Lake Mead Drive, adjacent to the new Southern Beltway. Tenants of Corporate Center include American Nevada Corp., PBS&J Engineering, the investment firm Dean Witter, First American Title Company, Nevada Title Insurance Co. and HQ Business Centers.

TechPark, a 21-acre R&D project under construction at Green Valley Corporate Center offers "flex space" as an alternative for businesses with heavy office and back-office requirements, as well as warehouse and light distribution requirements. Phase I is now complete and phase II is under construction. The center offers large, contiguous

office space that was previously unavailable in the area. NEXTLINK, a leading provider of telecommunications services, is among the first tenants.

The Plaza at Corporate Center is a three-phase project that will encompass 181,862 square feet. It is equipped with fiber-optic capabilities and is well-suited for back office and call center operations. Phase I features 58,862 square feet of office space within a two-story building, each floor with approximately 28,000 square feet. Phases II and III will consist of a pair of two-story buildings totaling approximately 123,000 square feet. (An on-site child care center is also planned at Corporate Center.)

Other Future Projects

Preliminary plans are being formulated for the development of the remainder of the 310 acres zoned for commercial business at Green Valley Ranch, which will include Class-A office, R&D, retail, a resort hotel, gaming, conference centers and medical buildings.

Green Valley Town Center

Green Valley Town Center is a 70-acre, family fun and entertainment center being built in four phases in the northern sector of Green Valley on Sunset Road between Green Valley Parkway and Mountain Vista Street.



OGARF-BISSELL PHOTOGRAPHY

The Fountain Courtyard at Green Valley Town Center

The first phase provides opportunities for family recreation such as miniature golf, race cars and other physical activities.

The second phase is a food-and-fun specialty center with an eight-screen multiplex theater, theme restaurants, unique shops and other entertainment-related businesses.

The Town Center now features restaurant attractions that include Crocodile Cafe, Starbuck's Coffee, The Olive Garden, Viva Mercados Dos, Toss, Swensen's Ice Cream and Fresh Blend Smoothie and Juice Bar. Other businesses include Barley's Casino and Brewing Company, Green Valley Athletic Club, United Artists Theatre, Discovery Zone, Mountasia Family Fun Center, Warehouse Records, Stash Clothing Store, My Paint Box, Petco, Big Screen Furniture Showcase, and Alligator Soup.

The "Fountain Courtyard" area of Green Valley Town Center has become a popular gathering spot for area residents. The \$1.5 million, 120,000-square-foot indoor and outdoor mall/plaza has many characteristics that are unique to Southern Nevada such as shade struc-

tures and cooling systems, decorative water features and other elements created by the designers who handled environmental components for several Disney properties.

The interactive courtyard fountain has 78 in-ground shooters that are programmed to create an endless series of water patterns. When turned off, it often serves as an outdoor seating area for live music performances.

The Athenian Shops

Located in Green Valley Town Center, this center offers 22,000 square feet of specialty shops, restaurants and service-oriented retail business, all within a relaxed, contemporary environment.

New at Town Center

Ground was broken recently in phases III and IV for a 126-suite Residence Inn and 155-room Courtyard Hotel by Marriott International, Inc. American Nevada Corporation will serve as owner and developer and Marriott International, Inc. will manage

the properties. Completion is scheduled for final quarter, 1997.

The Marriott Residence Inn is the nation's largest extended-stay hotel chain, designed primarily to meet the needs of the business traveler. The all-suite hotel features studio, one-bedroom or two-bedroom designs, all equipped with full kitchens and some with fireplaces. The three-building configuration includes a large courtyard with a covered outdoor patio and misting system, extensive landscaping, swimming pool, spa and a multi-use sports court.

The Courtyard by Marriott is the company's moderately-priced lodging product, with a dozen suites in its 155-room configuration. Hotel amenities include a full-service restaurant, swimming pool and spa. It will also feature extensive landscape amenities throughout the property.

Plans are also being finalized for up to 150,000 square feet of additional space in phases III and IV at Green Valley Town Center for retail and restaurant establishments and possibly a small office component. 



OGARA BISSELL PHOTOGRAPHY

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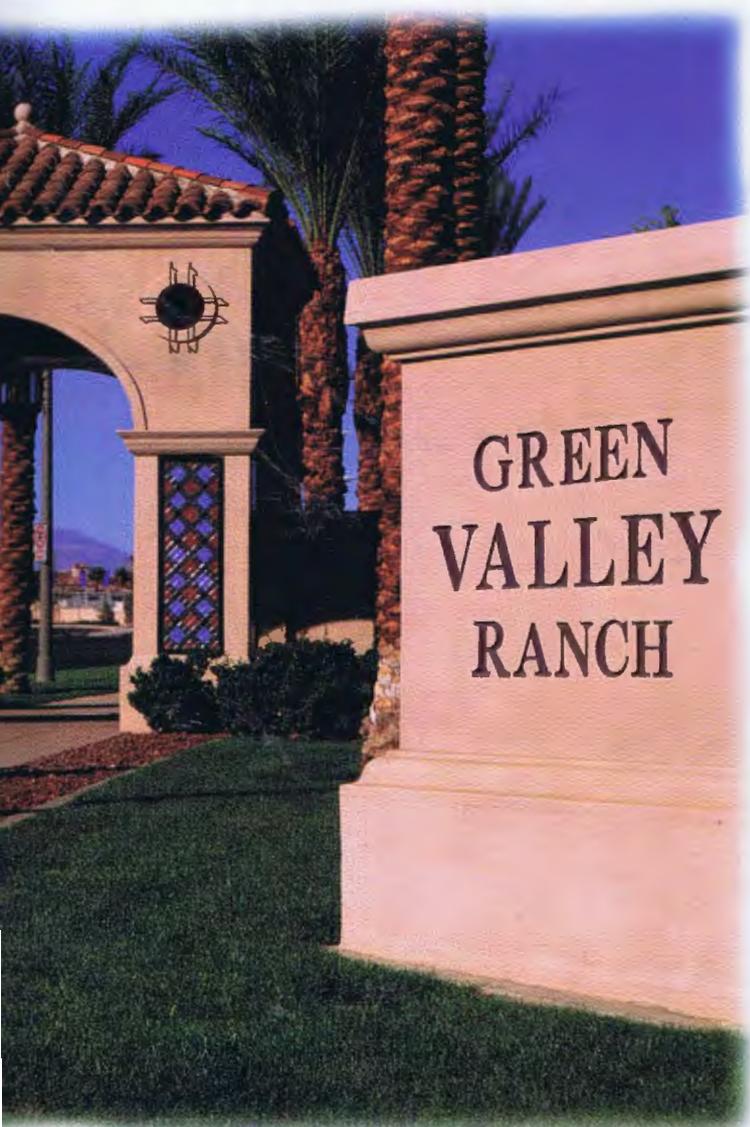
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PULTE HOMES *continued from page 42*

demand for doctors, lawyers, schoolteachers. The Summerlin area has opened two new hospitals in the last two or three years. And the base service sector is still growing at the same rate. Although this segment has seen a marked increase in professional versus non-professional service people, the core buyer is still the casino worker.

Petruska believes the prospect of running out of land in the Las Vegas Valley is far-fetched, stating that land is still abundant. "Homebuilding is a by-product of the employment engine that's running in this city. Artificial boundaries will choke off our affordable lifestyle, throttling down the economic engine that's making this an exciting and vibrant place to live."

Petruska sees a bright future in Las Vegas. Pulte's new product in Summerlin is an energy-efficient home which will cut a homeowner's energy use bill by 40 percent to 50 percent over a normal Pulte Home. Compared to a home with two-by-four construction and R-13 insulation, the Department of Energy states that electricity savings could be as much as 60 percent. The company will also change specifications based on the orientation of home. A north-south orientation may require a smaller air conditioning unit. The home will be like a tightly sealed envelope, with the elimination of vents in the top of the home and specially treated glass and vinyl windows. Roll out is due in October.

The firm is currently active in 14 communities under Pulte Homes and four under Canterbury, with 1,000 closings forecast this year. Its goal is to reach 1,500 to 2,000 a year within the next two to three years. Another part of the company, which targets the active adult segment, is attempting to acquire 500 to 600 acres of land in the south part of Summerlin to begin an active adult community.

Petruska said, "The company is bullish on Las Vegas. The key is to not be a commodity; offer something to the consumer; a builder has got to be different." A tribute to the quality of the company's product may best be represented by the 44 company employees pictured at the beginning of this article who each own a Pulte home.

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COMMERCIAL GAS COOLING A REALITY



Keeping a business cool in the desert can be a challenge. Considerations like cost, reliability and efficiency are critical to the smooth running of environmental operations. Now there is new technology that uses economical, clean-burning natural gas for both heating and cooling.

The York Triathlon natural gas heating and cooling system, which was nationally introduced for residential use in Las Vegas last year, is now available for small commercial applications. ABF Consulting Engineers was the first firm to install the units last May in its new 4,800-square-foot office building.

"We're pleased to be the first business in Nevada to take advantage of this technology," says Bob Ash, president of ABF Consulting Engineers. "Gas air conditioning costs so little, I keep the office at 70 degrees," Ash says, "And I spent only \$62 for air conditioning in July. I'm not an accountant, but I figure these units actually make me money!"

As a firm that provides mechanical and electrical engineering services for builders and architects in Las Vegas, ABF Consulting Engineers has firsthand knowledge of

this exciting product to share with clients.

The Triathlon system maintains a constant temperature, using a unique York microprocessor control. The system is powered by a durable Briggs & Stratton single-cylinder four-cycle natural gas-fueled engine. Energy from the natural gas engine runs the compressor, which pumps the refrigerant that actually transfers heat to keep the building warm in winter and cool in summer.

According to York's local distributor, Sunbelt Distributing, the Triathlon carries an equivalent 126 percent annual fuel utilization efficiency (AFUE) rating on the heating side, compared to a 96 percent AFUE rating for most other high-efficiency furnaces. On the cooling side, the unit boasts a cost equivalent of 25-plus seasonal energy efficiency ratio (SEER), giving it a top ranking among high-efficiency cooling systems.

"Our customers can now enjoy the benefits of less-costly fuel, coupled with the efficiency of natural gas appliances, to cool as well as heat their business," says Southern Nevada Division Vice President Warren Rustad. "Natural gas cooling is a reality."



PRUDENTIAL SOUTHWEST REALTY

by David Hofstede

Experience and expertise are valuable and necessary attributes to succeed in Southern Nevada's spirited real estate market. Every year, Prudential Southwest Realty consistently places among the top three commercial brokerage firms in the state by offering these attributes to its ever-growing clientele.

Formerly Jack Matthews and Co., the firm assumed full local ownership in 1992, when Tim McKenna, Howard Bulloch and Jim Wade purchased the company from Prudential Southwest Realty of New Mexico. McKenna, a 19-year real estate veteran, served as president. Bulloch, a leading commercial and land broker in Las Vegas, was the second Southern Nevada realtor to earn the Accredited Land Consultant (ALC) designation. Wade, a well-known commercial broker, is a member of the Nevada Real Estate Commission and a past president of the Nevada Association of Realtors.

Nationally, the Prudential Real Estate network has 1,200 offices, and annual sales in excess of \$45 million. The value of the Prudential name, says Bulloch, is that it distinguishes the firm from "fly-by-nights" who enter the market to do a single transaction, take advantage of people and leave. "We have a strong market presence and market position — people know we're here to stay."

The firm has three main locations, two of which specialize in residential real estate — one in Green Valley and another on Rainbow. The third location, a new two-story, 10,000-square-foot office on Rancho, near Sahara and I-15, houses Prudential Southwest's fine homes and commercial divisions. "We relocated (our commercial division) in February, because we needed to expand, and we wanted a central location for our main headquarters," Bulloch said.

Recently, the new homes division of Prudential Southwest has taken the unique step

"[Southern Nevada's] efforts at economic diversification are working, and we're being recognized as an excellent hub for transportation in the Western United States, and a great place for relocation."

of adding two new locations in the Meadows and Galleria shopping malls, in conjunction with New Homes Concepts in Arizona. "This is an innovative arena that we're so excited about. Approximately 17,000 new homes are sold in Southern Nevada every year, and we're the only firm that is focusing on that specialty," Bulloch said.

Though the company name may have changed over the years, many of its 200 agents have remained with the firm from its inception. "Our success is due to the caliber of people we have here; many of us have been together for ten years — it's like a family," Bulloch said. Another strength of Prudential Southwest's commercial division, according to Bulloch, is that many of its agents are native or longtime Southern Nevadans. Ken Gragson, a co-owner and partner in the firm, is the son of former Las Vegas mayor Oran Gragson. "We have firsthand knowledge of what's happening in each area of commercial development — industrial, retail, land investments — and of the appreciation of values," Bulloch said. "We can inform clients about who owns the major land holdings in any general area

of the Valley, because we've either completed transactions with them in the past, or because we have professional relationships with them."

Their experience has paid off. Several of the larger land transactions in the Valley have been brokered by agents of Prudential Southwest. Bulloch, a leading investment and land specialist, has sold well in excess of \$130 million worth of properties over the past seven years, including 1,400 apartment units, and the corners of Sahara and Decatur developed by the Pan Pacific Corporation into the Sahara Pavilions Shopping Centers. He is a past recipient of the Pinnacle Award from Prudential, awarded to the number one commercial agent in the company's 31,000 agent network. In 1990, he set a new record for the most single-year earnings in the company's 25-year history.

Based on a confident forecast of continued growth in all aspects of real estate, the agents of Prudential Southwest are poised for even greater levels of achievement. "What a wonderful city — we've been so fortunate," Bulloch said. "Our efforts at economic diversification are working, and we're being recognized as an excellent hub for transportation in the Western United States, and a great place for relocation. Plus, the gaming industry, of course, keeps raising the bar by making their newer projects entertainment mega-superstores. As each of these properties comes online, Las Vegas becomes more of a world-class city.

"When they discuss the growth of the market, most of my developer friends and customers say that 'the headlights can see out five years,' and they do their planning based on that. There is so much coming down the pipeline that those headlights will certainly keep shining," Bulloch said. "This is a great market — our plate is full, and there's always plenty to do." 

DOUBLE DIAMOND HOMES

by Kathleen Foley

Double Diamond Homes, an affiliate of the Robert Jones Company, is a designer and developer of upscale communities including the Double Diamond Ranch, a master-planned community in south Reno. Kreg Rowe is the principal owner of the Reno-based Limited Liability Company, which was formed in 1995. Since Double Diamond Homes is a relatively new entity, Rowe says it benefits from association with The Robert Jones Company, which has been creating residential communities in Nevada for over 22 years. Double Diamond's first project was The Villas in Granite Bay, a gated community in California. Last year, it acquired land in south Reno and began working on the Double Diamond Ranch.

The master-planned community offers 3,800 production and semi-custom homes contained in six neighborhood villages.

Double Diamond Homes sold three parcels of land to other builders and is developing the remaining three villages itself. Each new home village is linked by pedestrian parkways and bike trails to business, shops, schools, parks, medical and entertainment centers. The community features a 28-acre man-made lake with private fishing club, 26 miles of bike and pedestrian trails, and sites for three elementary schools and a junior high school. Washoe Health Systems is constructing a 300-bed hospital and medical offices at Double Diamond Ranch. With easy freeway access, it is minutes from downtown Reno, Meadowood Mall, Reno International Airport, Carson City, Mount Rose ski area and Lake Tahoe. The location offers unobstructed views of the Sierra Nevadas and Mount Rose.

According to Rowe, Double Diamond Homes creates all its residential communities with extensive landscaping, uniform stained fencing, standardized building materials and distinctive ledgerstone monument



A model home in the Eureka Village at Double Diamond Ranch

entry ways. Rigid homeowner rules maintain the quality of its upscale neighborhoods.

"Our floor plans are established with efficient living space created for the way families live in the '90s," states Rowe. "Interiors are created with state-of-the-art floor plan designs, and the exteriors are some of the most modern elevations found throughout the country today. We create unique homes with many standard features not typically found in Northern Nevada. The variety of housing options in the Double Diamond Ranch means we have the perfect house for every lifestyle from singles to young families to seniors, and in a range of prices to allow everyone to afford a quality home."

Double Diamond Ranch offers many choices in a wide variety of single-family, one- and two-story homes. Twenty-three model homes are now open for viewing.

Marshall Village is Double Diamond Home's first development. The homes at Marshall Village are designed with a Northern California "Craftsman-style" elevation and range in size from 1,600 to 2,300 square feet. Prices start from the \$160,000s.

Diamond Country Village currently offers the largest and most prestigious semi-custom homes in the Double Diamond Ranch.

The homes in this village range in size from approximately 2,000 square feet to 3,000 square feet. Diamond Country Village is also one of the few gated communities in Double Diamond Ranch. The lot sizes are currently the largest at the Ranch, approximately 8,100 square feet. These homes also offer full walk-in showers, as well as upgraded carpeting, appliances and cabinetry.

Eureka Village is another gated neighborhood offering prestigious living at Double Diamond Ranch. Homes range in size from 1,950 square feet to almost 2,700 square feet, with lot sizes averaging 8,000 square feet. The elevations have been designed with a French European flair.

The Meadows is a new concept in community design for the Reno marketplace. This high-density community has been established for the active buyer seeking affordability, sophisticated living designs and low yard maintenance. The Meadows is a private gated community offering front yard maintenance as well as access to a community pool, spa, gym and recreation building. All 200 homes are detached and situated in small courtyards throughout the community. The homes themselves have been designed with a wide/shallow foot print, establishing a look for larger homes in a less dense environment. The success of this concept is evidenced by the fact The Meadows sold 40 homes before the models were even built.

Comstock Village, containing homes from approximately 1,500 to 1,900 square feet, opened in August. Chardonnay Village is the newest village, containing homes from 2,000 square feet to 3,200 square feet.

Rowe states this ambitious project is only the beginning for the Double Diamond Ranch master-planned community. Final build-out for the community is projected to take seven to 10 years. It will be done in six phases, with six villages per phase.

AMERICAN WEST HOMES

Maintaining value in a competitive market

by Anthony Timmons

In any business, a successful company needs to find a financial edge over its competition to maximize profitability and grow. In Las Vegas, one of the most competitive non-gaming markets has been the residential homebuilding industry. Local companies which enjoyed comfortable margins in the past, have seen them shrink as the market has multiplied with competitors over the last 10 years.

For one local homebuilder, the competitive answer was simple — build quality homes at an affordable price.

American West Homes made that its goal when it started building homes in Las Vegas in 1984. Today the privately-held firm, owned by the Canarelli family, boasts over 7,700 single-family homes in the Valley, all built for approximately \$50 per square foot.

Amazingly, the company doesn't sacrifice quality with its affordable price. "Quality is a state of mind," said Leslie Bausher, vice president at the homebuilder's office in Las Vegas. "It is one we strongly follow."

American West Homes originally started in Las Vegas, building homes at the Crystal Bay development at the Lakes. Despite the company's large homes, often exceeding more than 3,100 square feet, the development was still accomplished at a price of less than \$50 a square foot.

However, controlling construction costs is only one side of the equation for the company. Unfortunately, the reputation of building large homes at affordable prices does not always make up for the receding margins in the industry and the disappearing portfolio of land in the Valley.

The increasing levels of competition in the Las Vegas new residential real estate market has forced homebuilders to operate on razor thin margins.

"Competition is hot in fast-growing communities such as Las Vegas," said Richard Stevens, a consultant with L.S. Stein and

Company. The firm tracks the nation's residential growth trends, and notes Las Vegas has seen an influx of new competition in the homebuilding market in the past few years.

"American West Homes has competition from all sides, and has been able to survive the declining margins over the last eight years," Stevens said.

The company's secret to success has been the aggressive acquisition of affordable land near desirable residential areas in the Valley. That has allowed American West Homes to market itself as being in areas such as Green Valley, while enjoying a lower land cost.

"American West Homes enjoys the luxury of the location at a more affordable price," said Philip Klause, a Henderson-based independent realtor. "They are able to put the lower construction cost right back into the home and offer the client a better product. Homebuyers in the area know their homes and affordable quality product."

Bausher said the proximity of the company's developments to master-planned communities in Las Vegas is due to shrewd planning by the American West's president, Larry Canarelli.

"Larry has been a wizard at acquiring property on the fringes of the Valley's master-planned communities," she said. "One future great area is going to be the southwest, and we're already excited about it."

Bausher declined to comment about the company's plans in the southwest, but did detail American West's offerings in the southeast. The builder currently has developments at Silverado Ranch and Capitan Ranch. It is offering homes from \$120,000 up to a deluxe 5,109-square-foot model, which includes a basement, for \$270,000.

Whether a buyer is looking for an affordable house or a deluxe model, Bausher feels the area is a buyers' market. "Las Vegas is a real honest market where the homebuyer still gets a great deal," she said.

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NATURAL GAS APPLIANCES

Enhancing Northern Nevada lifestyles

Northern Nevada homebuilders recognize that homebuyers want economy, comfort, convenience, energy-efficiency and other amenities to enhance their lifestyles and increase the enjoyment of their homes.

To meet these consumer demands, area builders work closely with Southwest Gas to ensure natural gas appliances are included in their homes right from the start.

Because most homes in the area are already equipped with natural gas heating and water heating, Southwest has begun focusing more attention on the benefits other natural gas appliances can provide.

Natural Gas Fireplaces

Natural gas fireplaces, for example, are gaining popularity in Northern Nevada because of their ease of operation and their environmental benefits. On those cool crisp Northern Nevada evenings, there's nothing more comforting than a warm relaxing fire in the fireplace. They're made even more relaxing and comfortable when you don't have the hassles of hauling and storing wood, cleaning up ashes or worrying about sparks burning a hole in your carpet. With the flip of a switch, natural gas logs radiate all the magic of a wood fire without the mess and the inconvenience.

The added benefit of a natural gas fireplace, of course, is a reduction in air pollution. Smoke, soot and other airborne pollutants from burning wood are responsible for much of the brown haze that hangs over Northern Nevada communities during the winter months. That haze is not only a visual deterrent to the area's tourism economy, it's a health hazard to those who breathe it. With gas logs, the only emissions are carbon dioxide (the same stuff we exhale when we breathe) and water vapor.



Natural Gas Grills

Northern Nevadans value their beautiful natural surroundings, and as a result, a large part of the Northern Nevada lifestyle involves the outdoors. A favorite summer pastime, for example, is outdoor cooking, and there's no better way to do it than on a natural gas grill. There's no waiting for the charcoal to heat up; no scrambling to get the propane bottle refilled; and no worry about the coals burning out before the food is cooked. With a natural gas grill, you have precise temperature control — it's ready to use immediately and the flame doesn't go out until you turn it off. In addition, modern gas grills are equipped with pilotless ignition, so you don't have the hassles of storing and handling lighter fluid or the danger of throwing a lighted match onto a flammable liquid. If your home is currently equipped with natural gas you can easily have an outdoor connection installed.

Natural Gas Spas

After a nice meal cooked on a gas grill, many Nevadans like to slip into a warm bubbling spa to relax aching muscles and soothe the spirit. What fuel is used to heat those spas? Natural gas, of course. Natural gas spa heaters are the safest, most reliable and most cost-effective way to get the job done. Designed specifically to be used out-

doors, gas spa heaters are economical to install, easy to maintain, and come equipped with numerous safety features including: temperature setting locks, automatic safety pilot lights and high-limit switches for protection against overheating. And best of all, they heat the water faster — and for less money — than any other type of heater.

Natural Gas Lights

To provide security and ambiance for those evening activities, many Northern Nevadans have installed natural gas lights around their homes and yards. The soft amber glow of natural gas lights set a home apart, while providing functional lighting for security and visual needs. Gas lights are available in a variety of options and can be placed on poles or mounted on the outside walls of the home. Some added bonuses: gas lights do not attract bugs, and they continue operating when the power goes out. And like other gas appliances, gas lights can be serviced by the energy specialists at Southwest Gas.

Natural Patio Heaters

As fall approaches, there's a definite chill in the evening air. To fend off that chill and enjoy evenings on the patio well into fall and winter months, many use a natural gas patio heater. More than 20,000 restaurants and resorts use gas heaters for that purpose. As with other natural gas appliances, a gas heater offers precise temperature control. In as little as 15 seconds, the infrared heat from a single gas patio heater can create a warm inviting environment in a 15-square-foot area. Natural gas patio heaters are easy to maintain and are available in a variety of models and styles, including freestanding, ceiling-mounted and wall-mounted.

Commercial Real Estate Market Report

OFFICE MARKET SUMMARY

LAS VEGAS: At the end of the second quarter for 1997, the existing office space inventory base totaled approximately 14,575,000 square feet with a vacancy factor of approximately 10.6 percent. The weighted average lease rate for vacant space in the market at June 30 totaled about \$1.72 per square foot on a full-service gross basis, up from \$1.69 at the end of the first quarter.

Year-to-date net absorption totaled nearly 587,000 square feet. The majority of the net absorption occurred in new buildings that came on line in the first half of 1997.

Approximately 863,000 square feet of office space is currently under construction. Planned office construction totals some

2,161,000 square feet. While the Thomas & Mack Company, The Howard Hughes Corporation and American Nevada Corporation can build to meet demand, they have been prudent not to cause a glut of office space in the marketplace. Most other developers are required to pre-lease a project in order to secure a construction loan. This assists in restraining potential overbuilding in the Las Vegas office market.

Lease rates have remained strong with few, if any, concessions provided by landlords.

RENO: The office market in the Reno/Sparks area has continued its robust growth through the second quarter of 1997.

Despite the competition of several buildings, the vacancy rate has remained steady thus far this year.

One of the major projects completed during this quarter was the first phase of the NEVDEX Office Complex. The first building, which opened in June, offers approximately 55,000 square of space. Much of the building was pre-leased with several more tenants looking to take occupancy during September. A number of other office projects are near completion and should be open to tenants during the third quarter.

NEXT MONTH: Retail Market Summary

OFFICE MARKET - 2nd Quarter 1997			
TOTAL MARKET	LAS VEGAS	RENO	
Number of Properties	385	161	
Total Square Feet	14,574,497	3,399,173	
Vacant Square Feet	1,546,549	415,720	
Percent Vacant	10.61%	11.90%	
New Construction	842,294	100,000	
Net Absorption (SF)	587,251	93,820	
Avg Lease SF/Mo (FSG - NNN)*	\$1.72	\$1.10	
Planned Construction	2,161,449	250,000	
Under Construction	862,743	178,000	
CLASS 'A' OFFICE PROPERTIES			
Number of Properties	27	15	
Total Square Feet	3,306,898	1,092,000	
Vacant Square Feet	272,130	58,375	
Percent Vacant	8.23%	5.00%	
New Construction	237,667	50,000	
Net Absorption (SF)	229,489	36,200	
Avg Lease SF/Mo (FSG - NNN)*	\$1.81†	\$1.25	
Planned Construction	836,770	147,000	
Under Construction	333,141	17,500	
CLASS 'B' OFFICE PROPERTIES			
Number of Properties	218	54	
Total Square Feet	8,112,290	1,464,423	
Vacant Square Feet	905,010	178,798	
Percent Vacant	11.16%	12.0%	
New Construction	597,602	32,500	
Net Absorption (SF)	356,517	8,402	
Avg Lease SF/Mo (FSG - NNN)*	\$1.76	\$0.95	
Planned Construction	1,261,434	85,000	
Under Construction	502,127	98,500	
CLASS 'C' OFFICE PROPERTIES			
Number of Properties	140	92	
Total Square Feet	3,155,309	942,750	
Vacant Square Feet	369,409	181,085	
Percent Vacant	11.71%	19.0%	
New Construction	7,025	17,500	
Net Absorption (SF)	1,245	10,900	
Avg Lease SF/Mo (FSG - NNN)*	\$1.54	\$0.60	
Planned Construction	63,245	18,200	
Under Construction	27,475	4,500	

*Average Monthly Lease Rates for Las Vegas reported as Full Service Gross and for Reno as Net Net Net.

† The decrease in overall lease rate for Las Vegas Class A Office Space is attributable to the large amount of vacant space at the Bank of America Center.

RETAIL MARKET - 2nd Quarter 1997			
TOTAL MARKET	LAS VEGAS	RENO	
Number of Properties	186	77	
Total Square Feet	22,361,394	8,430,312	
Vacant Square Feet	1,043,633	479,400	
Percent Vacant	4.67%	5.7%	
New Construction	635,000	77,098	
Net Absorption (SF)	775,497	135,010	
Average Lease (NNN)	\$1.29	\$1.04	
Planned Construction	2,758,728	686,032	
Under Construction	800,469	131,995	
POWER CENTERS - RETAIL CENTERS > 100,000 SF WITH MINIMAL OR NO IN-LINE SPACE			
Number of Properties	19	5	
Total Square Feet (GLA)	5,683,634	1,519,000	
Vacant Square Feet	528,492	0	
Percent Vacant	9.30%	0	
New Construction	460,000	0	
Net Absorption (SF)	428,558	30,000	
Average Lease (NNN)	\$1.40	\$1.00	
Planned Construction	0	204,000	
Under Construction	0	14,000	
COMMUNITY AND REGIONAL CENTERS - RETAIL CENTERS WITH ANCHOR(S)			
Number of Properties	99	43	
Total Square Feet (GLA)	13,066,360	6,134,960	
Vacant Square Feet	359,977	398,700	
Percent Vacant	2.75%	6.5%	
New Construction	92,000	86,000	
Net Absorption (SF)	232,963	51,000	
Average Lease (NNN)	\$1.24	\$1.08	
Planned Construction	2,728,671	434,032	
Under Construction	800,469	117,995	
STRIP CENTERS - RETAIL CENTERS			
Number of Properties	68	29	
Total Square Feet (GLA)	3,611,400	776,345	
Vacant Square Feet	155,164	58,000	
Percent Vacant	4.30%	7.5%	
New Construction	93,000	0	
Net Absorption (SF)	113,978	4,100	
Average Lease (NNN)	\$1.03	\$0.97	
Planned Construction	30,055	48,200	
Under Construction	0	0	

INDUSTRIAL MARKET - 2nd Quarter 1997			
TOTAL MARKET	LAS VEGAS	RENO	
Number of Properties	1,081	655	
Total Square Feet	44,893,512	40,443,224	
Vacant Square Feet	2,728,076	3,917,565	
Percent Vacant	6.08%	9.69%	
New Construction	2,702,383	1,170,000	
Net Absorption (SF)	1,885,929	907,949	
Under Construction	1,860,236	1,350,070	
Planned Construction	4,225,167	1,698,070	
MULTI-TENANT PROPERTIES			
Number of Properties	430	-	
Total Square Feet	30,141,668	-	
Vacant Square Feet	2,289,873	-	
Percent Vacant	7.60%	-	
New Construction	1,753,608	558,570	
Net Absorption (SF)	1,797,671	-	
Under Construction	2,585,074	1,707,070	
Planned Construction	2,216,058	2,917,070	
Average Lease (NNN - MG)*			
Less than 5,000 SF	\$0.56	\$0.70-.835	
From 5,000-15,000 SF	\$0.50	\$0.30-.48	
Greater than 15,000 SF	\$0.43	\$0.21-.36	
SINGLE-TENANT PROPERTIES			
Number of Properties	651	-	
Total Square Feet	14,751,844	-	
Vacant Square Feet	433,203	-	
Percent Vacant	2.97%	-	
New Construction	130,321	441,600	
Net Absorption (SF)	60,565	-	
Under Construction	394,900	1,146,000	
Planned Construction	2,109,111	1,219,000	
Average Lease (MG)			
Less than 5,000 SF	-	-	
From 5,000-15,000 SF	\$0.50	-	
Greater than 15,000 SF	\$0.44	-	

Abbreviations MG: Modified Gross
BTS: Build To Suit NNN: Net Net Net
FSG: Full Service Gross SF: Square Foot
GLA: Gross Leasable Area YTD: Year To Date

LAS VEGAS STATISTICS COMPILED BY LEE AND ASSOCIATES COMMERCIAL REAL ESTATE SERVICES
RENO STATISTICS COMPILED BY GRUBB & ELLIS NEVADA COMMERCIAL GROUP

NEWS IN BRIEF

NTS Development Corp. partners with Nye County

The board of directors of the Nevada Test Site Development Corporation recently voted to appropriate \$198,400 in seed money for a joint venture with Nye County called the Nevada Science and Technology Corridor. The public-private partnership, which is in its initial stages, will work for the economic development of the U.S. 95 corridor from Pahrump and Indian Springs in the south to Tonopah in the north. The partnership hopes to develop the economy through the pursuit of funding for installation of a telecommunication infrastructure and completion of master plans for the Tonopah Aeronautic and Technology Park, Lathrop Wells in Amargosa Valley and the Tonopah Airport.

Ground broken at Tech Plaza building

James Allan & Company recently broke ground on the Tech Plaza building in Las Vegas, a 18,900-square-foot multi-tenant building that will be utilized as office/warehouse flex space. Negotiations are currently underway to lease half of the tilt-up building's space to a national tenant. The project is slated for completion in December, 1997.

BofA finances \$44 million in commercial real estate

Bank of America recently announced that it has provided more than \$44 million in commercial real estate financing to Perma Bilt, Torino and Remington Homes. The financing will help build more than 600 single-family homes throughout the Las Vegas Valley and another 370 apartment homes in Mesa, Ariz. According to BofA Nevada area



Recently opened: Phase one of the Southwest Commerce Center in Reno.

executive George Smith, construction loans for homebuilding continues to make up a significant portion of the bank's commercial real estate loan portfolio.

Master-planned industrial project opens in Reno

The first phase of Southwest Commerce Center, a master-planned industrial project located on East Patriot Way in South Reno was recently completed. The two-phase, four-building industrial development will ultimately comprise 481,000 square feet of space. Trammell Crow Company is responsible for developing, marketing and managing the project. Construction on the second phase of the project is expected to begin this fall with scheduled completion late this year.

Raab Karcher Electronics facility underway

The Allen group recently announced it has broken ground on a 75,000-square-foot warehouse and distribution facility for Raab Karcher Electronics, one of the world's largest electronics distribution companies. The facility is being built on an eight-acre site in Reno's South Meadows Business Park. The company will relocate its distribu-

tion operations from San Diego to the new facility which will house approximately 100 employees. The company signed a 15-year, \$12.4 million lease for the building, which is being constructed on a build-to-suit basis.

Carson Construction completes four major projects

Carson Construction recently completed construction for Encore Production's 40,000-square-foot office warehouse building, a 11,625-square-foot pre-engineered steel building for U.S. Rentals, a 12,000-square-foot pre-engineered structure for Apex Bulk Commodities and a 20,989-square-foot professional office building for MJS Family Limited Partnership.

Hughes Corp. negotiates 314,000 square feet in '97

In the first six months of 1997, The Howard Hughes Corporation negotiated more than 314,000 square feet of new and renewal leases and parcel sales totaling 55.5 acres. Among the transactions involved were: the Hughes Center, Las Vegas; Hughes Cheyenne Center, North Las Vegas; Hughes Airport Center, Las Vegas; and Canyons Center at Summerlin.



Southern Nevada Home Builders Association recognizes Southwest Gas 1996 Associates of the Year

Four professionals from the Southwest Gas Sales team were designated by the Southern Nevada Home Builders Association (SNHBA) as last year's Associates of the Year. Pictured from left to right are Bill Berryhill, Tony Stipanov, Crayton Jones and Bill Laub. Honored for their professional and personal contributions to the building industry and their outstanding service, all four are committee chairmen. In addition, two serve on the SNHBA board. "Southwest Gas is to be applauded for providing a high level of industry commitment in support of its employees' involvement," said Randy Shafer, 1996 SNHBA president.

Sun City receives top rankings

Del Webb Sun Cities was included as one of the top ten "retirement towns" in *Money Magazine's* annual publication, *Money Extra*. In an unrelated survey, published by *New Choices* magazine, Sun City Summerlin was among the nation's top 20 retirement communities.

North Las Vegas gets new shopping center

Nielsen Dillingham Builders has broken ground on the infrastructure of the newest shopping center in North Las Vegas. The five-acre center, located at Craig Road and Martin Luther King Boulevard is valued at over \$8 million. Developed by Retail Partners, Ltd., the project will be anchored by

Wal Mart and Payless Drugs. The project is scheduled to be completed in December.

CB negotiates large office transaction

In one of the largest transactions of the year, Brad Peterson, CB Commercial vice president of office properties, negotiated the lease of nearly 19,000 square feet of Class A office space in Las Vegas on behalf of WMC Mortgage Inc. The transaction is valued at more than \$2 million. The space, located at 4000 S. Eastern will provide expansion offices for the growing company, formerly known as Weyerhaeuser Mortgage, which provides mortgage and insurance services.

Las Vegas broker transactions reported

Lee & Associates negotiated the following transactions:

HQ Business Centers signed a ten-year lease for 13,500 square feet of office space in Green Valley Corporate Center II from American Nevada Corporation. The value of the lease is approximately \$3,200,000.

Great American Capital purchased approximately eleven acres of land at the corner of Lake Mead and Tenaya Way from the Howard Hughes Corporation for the development of a 120,000 square-foot shopping center. The transaction is valued at approximately \$4.2 million.

Stuart Mixer announced the following transactions:

Califax Nevada sold 4.13 acres of land at Mountain Vista Road and Patrick Lane to VHB Associates in a transaction valued at \$875,000.

Secure Independence Inc. signed a four-year, 6,265-square-foot lease at 4285 Polaris from The Walters Group. The value of the transaction is \$285,056.

David Lewis & Associates negotiated a five-year lease to P.S. Publications for 6,480 square feet at Sandhill Airport Park. The lessor in the \$441,676 transaction was Sandhill Post L.L.C.



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GAS IS A NATURAL

No one knows better than Deirdre McGraw-Felgar, owner of Realty America, how natural gas helps in the selling process. "Everyone knows gas is economical, so it's actually easier to sell a home that has natural gas. For

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gas is a natural. In the kitchen, most

home buyers ask for natural gas

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of natural gas makes it Nevada's

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BASQUE RESTAURANTS

Carson Valley Country Club

Gardnerville

265-3715

The Basque restaurant at the Carson Valley Country Club is located on the golf course at Gardnerville, 45 miles south of Reno. Jesus and Mary Rey own the restaurant along with Jesus' sister Isabel and her husband, Carlos Iribarren. The family-owned establishment recently celebrated its 24th anniversary.

Jesus serves many specialty dishes, including steak, lamb chops, shrimp and fresh fish. Traditional side dishes like oxtail and beef tongue are popular menu items. The restaurant serves a luncheon menu featuring everything from sandwiches to steaks. In the friendly cocktail lounge, the specialty is Picon punch. Another popular drink is Winnemucca coffee, made with brandy, anisette and a lemon twist. Patrons can enjoy views of the golf course from the building's picture windows, and barbecues on the patio are especially popular during golf tournaments. The hosts can also arrange special events like wedding receptions and anniversary parties.

"We have had visitors from all over the world," states Jesus Rey. "We're off the beaten path, so they have to come find us. They've been finding us for 24 years, so we must be doing something right."

The restaurant is open for lunch from 11:30 am to 2:30 pm. It serves dinner from 6:00 pm to 9:00 pm weekdays and 5:30 pm to 9:00 pm weekends.

Ormachea's Dinner House

Winnemucca

623-3455

For a great Basque meal in Winnemucca, check out Ormachea's Dinner House. Owners Steve and Honorine Patterson offer a traditional Basque menu in addition to steaks, chops and seafood. They also

have a completely stocked bar and offer banquet facilities for special occasions.

Honorine Patterson says a traditional Basque meal would consist of soup and salad, a choice of two special side dishes which change daily, and the main course. A favorite dish is Solomo, seasoned and aged pork tenderloin grilled and served with sautéed pimientos. Other popular dishes are cod, pigs' feet and beef tongue, and the Pattersons are proud to serve generous cuts of prime steaks.

Ormachea's is famous for its locally grown potatoes, which Honorine claims make the best French fries in the state. "Visitors are surprised to learn that potatoes grow in Winnemucca," she says. "When they try them at our restaurant, they find out how great they are."

Ormachea's offers a comfortable, relaxed atmosphere for fine dining. Red geraniums and sunflowers brighten the wood-paneled dining room. The bar opens at 4:00 pm daily, and dinner is served from 4:30 pm to 10:00 pm seven days a week.

The Star

Elko

738-9925

The Star restaurant has been serving great food in Elko since 1910. Miguel Leonis and his partner, Severiano Lazcano, took over The Star eight years ago, and operate it as a Basque-American family-style dinner house. Miguel operates the



The Star Restaurant has been serving Basque cuisine to Elko residents for nearly nine decades.

business end of the restaurant and tends bar, while Severiano does the cooking. Dinners are served family-style, with each diner choosing an entree and the entire group enjoying side dishes and soup. Leonis says steaks are the most popular menu item. The Star is also famous for desserts.

"We're not fancy, but we're comfortable," says Leonis. "Just great food in a relaxing atmosphere."

The Star has a full bar in addition to a banquet room which seats 135 to 140 for parties or receptions.

Miguel says the Star serves mostly local people, but they have had visitors from as far away as Australia and South Africa who were told not to miss The Star restaurant while traveling through Elko. With a reputation as far-flung as that, The Star seems likely to survive another 87 years.

The Star is open for lunch from 11:30 a.m. to 2:00 p.m. Monday through Friday. Saturdays it serves dinner from 5:00 p.m. to 9:30 p.m., and is closed Sundays. 🍀



Why Nevada is Rapidly Becoming THE Place to Incorporate

by Secretary of State Dean Heller



Earlier in the year, our office announced that the state of Nevada had moved from 14th to 10th place in the nation in the number of new incorporations filed annually. This claim was based on the latest figures released by Dunn & Bradstreet during its first-quarter ratings.

The growth rate for new incorporations has more than doubled in the past two years and Nevada is now competing for new filings with such business giants as Texas, California, New York, Delaware and Florida. More than 32,000 new corporations, limited partnerships, limited liability companies and limited liability partnerships were filed during 1996. Our Commercial Recordings Division has estimated 1997 filings at approximately 36,000. If the current trend continues, Nevada will move into seventh place in the Dunn & Bradstreet rankings by 2002.

What does this mean to the state? Economically, these new filings are adding millions of dollars in business-generated fees to the state coffers. But almost as important is the fact that Nevada is becoming known as the "business-friendly" state in which to incorporate. There are several factors for this:

- Nevada has no corporate income tax
- There are no taxes on corporate shares
- There is no franchise tax
- There is no personal income tax
- Nevada does not have an IRS information-sharing agreement on corporate information
- Annual corporate fees are nominal
- Stockholders and financial reports are not disclosed

Businesses find a number of other advantages as well, including the fact that directors need not be stockholders. In addition, officers and directors of a

Nevada corporation can be protected from personal liability for lawful acts of the corporation.

But a significant reason that more and more businesses are filing in Nevada is the ease and efficiency with which their documentation is processed. If a business is to file in Nevada in any form, with the exception of sole proprietor or general partnership, this office is the first stop. Banks and other lending institutions will not permit a corporation, limited partnership or limited-liability company to apply for a loan or even open a bank account until the business is chartered through the office of the Secretary of State. Even the closure of business-related real estate loans requires certificates from the office. Therefore, it is essential new companies receive expeditious service at a relatively low cost.

In order to enhance Nevada's business opportunities, the Secretary of State's office offers services rather unique to state agencies: a four-hour service for certificates; a 24-hour service for expedites; and a five-day turnaround time for other documentation. Just two years ago, the turnaround time for new corporations was approximately 10 to 21 working days. An extensive revision of internal procedures has significantly reduced the number of processing steps for filings, resulting in both a more rapid return to the customer and an earlier deposit of fees to the state's general fund. The additional interest income earned by this earlier deposit is estimated to be over \$100,000 annually.

Also, in keeping with the goal of providing more efficient cost-effective services, the office has recently instigated a new procedure for handling requests for information. Previously, more than 1,500 telephone calls a day were

received regarding the status of Nevada corporations. More than two-thirds of these were unable to be processed due to staff limitations and budget constraints. In February, this service was outsourced to private operators and all calls are now being answered. The cost of the service is nominal for those who need it; the savings to Nevada taxpayers in regards to staff time is considerable. Additionally, the office offers an on-line subscription service for lending institutions and others who need status information on a daily basis. Subscribers to the service can directly access the files of the office at an approximate cost of only 16 cents per minute.

Another innovation proposed by the office is the "money-back guarantee," which was recently approved by the State Legislature. The bill, which goes into effect in January of next year, allows the Secretary of State's office to offer customers a pledge that was previously available only in the private sector. If staff is unable to process documentation that is correctly filed by the client within a five-day period, filing fees will be returned to the corporation and the paperwork will be processed at no cost. A service that is entirely unique in state government, it may be the first of its kind in the country.

The ultimate goal of the Office of the Secretary of State is to make Nevada the most "business-friendly" state in the nation. To this end, we are increasing access to customers, reducing paperwork and processing times and making government more accountable to those we serve. If our efforts at promoting this climate continue, Nevada's business reputation will increase dramatically.



by Terry Murphy

RESOLVING THE SOUTHERN NEVADA GROWTH ISSUE

Work progresses behind the scenes on this controversial topic

Everybody wants to go to heaven, but nobody wants to die. Everybody wants to be a millionaire, but they just don't want to work hard to get there. "Everybody" wants "somebody" to "do something" about growth in Southern Nevada, but nobody quite knows who "somebody" or just what that "something" is.

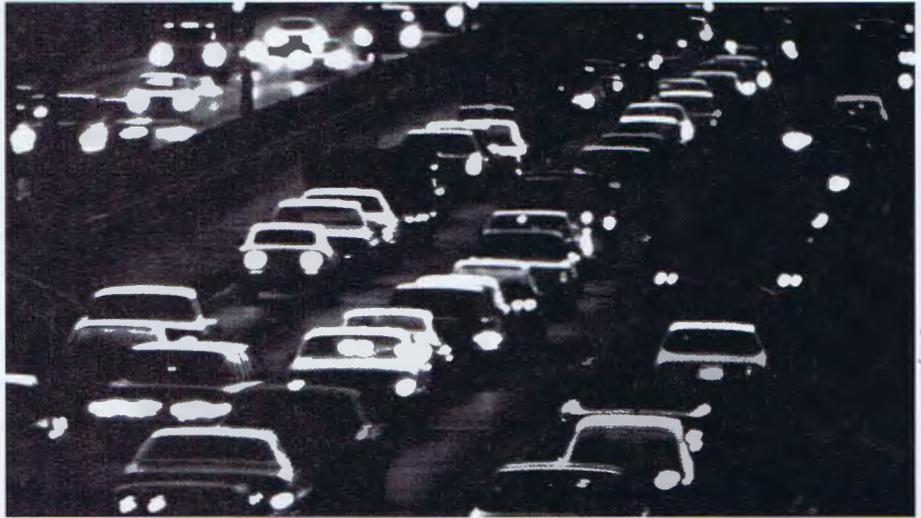
So just what IS being done?

Several bills related to growth managed to pass rather quietly amid the raucous and violent death of State Senator Dina Titus' ring-around-the-valley bill. While Titus has threatened to resurrect the growth ring via public referendum, it's a sure bet the proposal will continue to be mired in the politics of both regionalism and jurisdictional turf, as growth management has traditionally been an issue of local control.

In addition, as strong a case as Sen. Titus makes for the ring, detractors of that particular method of growth control will make just as strong a case for their own methods.

One thing this controversy has done is prompt discussion of the previously uncomfortable subject of growth. This issue, while not necessarily exclusive to the southern part of the state, is certainly much more of a hot topic in a city that leads the nation in growth.

In the waning hours of the Legislature, Senator Jon Porter's SB 383, which creates the Southern Nevada Strategic Planning Authority, quietly passed. This bill sets forth a process whereby elected representatives from all local governments and community leaders from gaming, homebuilding, business, labor and environmental interests will review existing community master plans, as well as plans for capital improvement to determine if they are sufficient to meet the needs of Clark County over the next 20 years. The bill also requires the Authority submit to the next



session of the Nevada Legislature a needs assessment that identifies the issues relating to the growth of Clark County over the next 20 years, and a strategic plan that sets forth goals, objectives and strategies for the community with regard to growth.

During the months in which the Legislature toiled to conclude its work, a group of local planners, at the direction of their elected officials, worked to create a process for the community to resolve two important questions: First, what is our vision for the Las Vegas Valley in the next century? Second, and perhaps more important, what can we do to achieve that vision?

The planning group has come to be known as the "Pizza Group," so-named because members have worked during the lunch hour each week while munching on pepperoni and veggie-style pies. This group has enlisted the expert assistance of two organizations – the National Civic League and the Urban Land Institute.

The National Civic League will serve as facilitator for a community visioning process to be convened this month. The Urban Land Institute will assist in assessing the Valley's existing approaches to

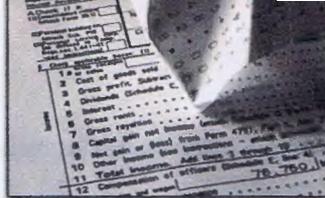
growth management, and provide suggestions for new measures.

The work of the Pizza Group actually dovetails nicely with the goals of SB 383 and has laid the groundwork for beginning the process set forth by the Legislature.

Finally, local attorney and former Gaming Control Board Chairman John O'Reilly has been using the combined resources of the Nevada Test Site Development Corporation and the Las Vegas Chamber of Commerce to establish Vision 20/20 ... Today! This process has involved hundreds of local citizens in discussions about the enormous potential of the Southern Nevada community to become a global economic hub in the next century. Pretty exciting stuff that you're likely to hear more about.

So, to answer the questions posed at the beginning of this article, Who? Just about everybody. What? Everything from soup to nuts. Or pizza. What does it mean? Only time will tell. 

Terry Murphy was formerly the director of administrative services for Clark County. She is now an independent.



TAX TIPS

CASUALTY LOSSES MAY GAIN YOU A TAX DEDUCTION

It could happen to you: A violent storm blows the roof off your house, exposes your bedrooms, and wreaks havoc on your personal belongings. Help in dealing with the loss of property from such an unexpected event may be available from what may seem like an unexpected source: Uncle Sam.

The Nevada Society of CPAs explains that if you suffer a loss of property as the result of a "casualty," you may be able to claim an itemized deduction for some of the loss you sustain.

Of course, itemizing your deductions on Schedule A will usually provide more tax relief than using the standard deduction. To qualify for a casualty deduction, the damage, destruction, or loss of property must be the result of an identifiable event that is sudden, unexpected, or unusual.

Some qualifying events include earthquakes, fires, hurricanes, tornadoes, floods, storms, auto collisions, vandalism and theft. A loss that occurs over time, say, a period of several years, such as rusting pipes or termite damage, does not qualify as a casualty loss. A theft may qualify if you can prove the property was unlawfully taken, rather than just lost or misplaced.

DETERMINING YOUR DEDUCTION

There are a number of steps involved in determining the amount of your casualty deduction. The first requires that you calculate: (1) the adjusted basis of the property (generally, your cost plus improvements); and (2) the difference in the property's fair market value before and after the casualty. The lesser of these two figures represents the amount of your loss. In performing the second calculation, don't confuse fair market value with replacement cost. The property's fair mar-

ket value is the amount a knowledgeable buyer would pay for the property and is often less than what it would cost to replace it. For example, if your television was destroyed as the result of a casualty, the purchase price for a new television is certain to be higher than the fair market value for the used TV you lost.

YOU CAN'T RECOVER TWICE FOR THE SAME LOSS

The next step in determining your deduction is to reduce your loss by the amount of any insurance reimbursements you received or will receive, even in the following tax year. To the extent that disaster relief agencies give you cash (with the requirement that it be used to restore the property) or other property (such as free building materials for a new home) you also must reduce your loss by such "reimbursement-type" awards. If such agencies give you cash with no restrictions on how you are to spend it, then such cash will not reduce your loss. However, you don't have to reduce your loss for food or medical supplies you receive.

OTHER REDUCTIONS & LIMITATIONS

After you've determined the unreimbursed amount of your loss, you must subtract \$100 for each casualty suffered during the year. If, for example, you incurred losses as the result of a windstorm in June and a flood in September, the \$100 floor must be applied twice. However, if you lose a number of different items of property as the result of a single event, your unreimbursed loss is reduced by only \$100.

Also, be aware that casualty losses are deductible only to the extent they exceed 10 percent of your adjusted gross income (AGI). For example, if your unreimbursed

losses total \$10,000, your AGI is \$60,000, and you itemize your deductions, you may deduct up to \$3,900 in casualty losses. Finally, if the damages were incurred to a home which you use partly for business, or to other business-use property, you may need to follow slightly different procedures, further limiting your loss.

WHEN AND HOW TO DEDUCT YOUR LOSSES

A casualty loss generally is deductible in the year it occurs. Because the deduction is for damages, and not expenses, this applies even if the property is not repaired or replaced until the following year. You must file a separate Form 4684, "Casualties and Thefts" for each occurrence if you suffer more than one casualty.

You're entitled to a special tax break if your loss occurs where a federal disaster area is declared. You have the option of deducting the loss in the year in which the disaster occurred or in the preceding tax year. By amending your past year's tax return, you may be able to obtain funds from Uncle Sam a lot sooner.

PROOF MAY BE REQUIRED

Because the IRS may ask you to prove your loss, CPAs recommend you take photographs of the damage and clip newspaper accounts of the event. If you attribute your loss to theft, you'll need a copy of police reports to substantiate your loss.

Don't let the paperwork dissuade you from claiming casualty deduction you deserve. For those with modest income and large losses, the deduction can provide welcome financial relief.

Prepared by the Nevada Society of Certified Public Accountants.



CUTTING EDGE

by Randall Putz

THE IMPORTANCE OF A PLANNED PRESENCE

Your online strategy must be well-planned to reap cyberspace rewards

“We’re getting a website and we’ll be expanding worldwide. Through the miracle of the Internet, we can sell to anyone anywhere for pennies. With all our product info online, our marketing costs will plummet. We’ll slash our customer support costs. Heck, we might as well get rid of the customer support staff because we’ll be automated and online. And through all the glory, we will even bring the field offices back into the fold.”

Whoa, partner. Stop, just for a moment.

Drunk on cyberspace possibilities and crazed by the hype, many have rushed head-first into spendy websites only to be disappointed with the results. A recent study showed while 90 percent of the Fortune 1000 have websites, more than half have had difficulty defining strategic opportunities and benefits of the Internet. And if the big boys have trouble, I’d imagine the rest of us are only worse off. I actually had someone say to me once, “I’m not sure why, but I know I need a website.”

I assume you already understand why business leaders with any concern for the future must address this new realm of Internets, Intranets and Extranets. And I assume you also have a feel for the far-reaching ramification of the online world and how (if it hasn’t already) it will soon touch most aspects of our lives. So we have a choice: we can be reactive or proactive. We can fight it or embrace it. And because of the speed with which the online world grows and evolves, there isn’t much of a gray area to accommodate those who wish to sit on the fence. Surely something that has the potential to dramatically affect the way businesses operate, something that will affect every department and every employee, warrants proactive attention. Like any important business function, an

online effort or presence must be planned. Companies worth their salt plan for new divisions, new processes and new products. They must also plan an online presence – that is, they must think about whom they want to be and how they want to be it – before they start building web pages.

There are many benefits to be gained by planning an online presence, including:

- Since a surprisingly high number of companies have no idea how worthwhile their online efforts have been, a presence plan defines the goals, expectations and criteria needed to measure online benefits.
- Whether you are communicating online to customers, suppliers, or employees, a company-wide presence plan insures consistent messaging to the intended audiences. Therefore a given company can speak coherently with a single voice.
- A well-constructed plan insures coordination between company departments and divisions preventing duplication of effort, in-fighting or turf-protecting, wasted dollars and missed opportunities.
- A presence plan facilitates smooth Internet/Extranet/Intranet website training, deployment and publicity resulting in wide-spread acceptance both internally and externally.
- Because any worthwhile online presence typically requires a substantial financial commitment, a presence plan helps insure effective expenditure of funds. A good plan allows online expenditures to be planned, budgeted and monitored.
- Once companies begin to embrace the power of the online world, they quickly discover many ways they would like to leverage that power, resulting in a laundry list of online “To Do’s”. A presence plan determines which priorities, based on the contribution to strategic goals, should

receive immediate attention and which priorities can be scheduled over time.

- In the rush to get online, important use, access and security policies and procedures often get overlooked. A good plan defines the issues that must be resolved to avoid negative impact on human resources and company security.

While an online presence plan must be custom tailored to meet the needs of the sponsoring company, a typical plan includes such components as an opportunity analysis, prioritized schedules, website prototypes and roll-out plans. And, since whomever you entrust with this task will significantly impact not just your online future, but really, the future of your business, you might do well to insure the skills of the planning body incorporate these three critical components:

Vision – the ability to take a macro view of a company and its marketplace in light of technological advances and understand how all the pieces interact.

Facilitation – the discipline to keep resources focused and moving toward realistic goals through effective planning.

Technical expertise – the breadth of experience in the various information technologies necessary to understand what can and can’t be done, as well as determine practical alternatives.

Anything worth doing is worth planning, and that is why an online presence plan is vital if you hope to reap the rewards offered in cyberspace. Many forward-thinking firms have already staked a claim in cyberspace. How’s your claim look? 🍀

Randall Putz is a principal of the Marketing Technology Group, a Las Vegas-based digital communications firm specializing in strategic on-line presence.



**BUSINESS
STRATEGIES**

by George Fuller

NEGOTIATING FROM A POSITION OF STRENGTH

There's a general tendency to believe factors such as business size, wealth, or other indicators of power place one party to a negotiation in a more favorable negotiating position. This is what is commonly referred to as negotiating from a "position of strength." However, negotiating strengths and weaknesses aren't quite as simple as size, wealth, and other factors might indicate. In fact, careful planning can give you an advantage that outweighs the power of companies who essentially make "take it or leave it" offers on the assumption they are in the driver's seat.

The truth is that grand strategies, catch phrases, and buzzwords such as "position of strength" aren't what day-to-day negotiations are all about. Instead, the basic tool for achieving any negotiation objective is nothing more complicated than preparation. All of the fancy footwork in the world won't overcome prior planning when you're trying to reach an agreement with another party.

For example, let's suppose you're looking for a new supply source for your business. Prior to any negotiation you should evaluate potential sources, not only in terms of price, but also such factors as quality, service, and on-time delivery. Above all, don't underestimate the value of quality. Far too often, price alone is the deciding factor in buying decisions, since it's always easy to justify buying at the lowest price. However, this can turn out to be costly in the long run when purchases don't meet expectations.

If you're selling instead of buying, the same careful evaluation of potential customers should be done before you begin negotiations. In this situation you want to look at factors such as whether the customer pays bills on time, is loyal to sup-

pliers, and is otherwise a company worth doing business with. Whatever the particular negotiating situation may be, the key to success starts with doing some research before you begin to negotiate.

You should also discuss your objectives with any of your employees who will be involved in the proceedings. Then, establish your goals in terms of the specifics you seek. This requires decisions on any concessions you may be willing to make during negotiations. At the same time, determine what's non-negotiable. This will give you a range of terms for possible agreement.

Incidentally, never have anyone attend a negotiation meeting who hasn't been briefed on your objectives. Instruct anyone who will be present that no freewheeling comments are to be made, since the wrong thing said can seriously weaken a bargaining position. The end result is that anyone who shoots their mouth off in negotiation meetings usually winds up with the verbal bullet in their own foot. This is why it's useful to limit the number of participants, since the greater the number of people present, the greater the chances of something going wrong.

In terms of logistics, always try to schedule meetings at a location of your choosing to give yourself a home-court advantage. It's sometimes easier to do this if you allow the other negotiating party to select a date that's convenient for its participants. By the way, if they're from out-of-town and unfamiliar with the area, you may want to give them a local tour. Include any sights you know will be of particular interest based on your knowledge of their background.

All your hospitality will hopefully put the other party in a good frame of

mind, which could make reaching an agreement a little easier. And, of course, if things get bogged down during a negotiation session, break off discussions and take your guest to lunch. This will tend to cool things down.

One situation to avoid is negotiating with someone who doesn't have the authority to make a commitment. Anytime the other negotiator says something like, "I'll have to check with top management," one of three things is possible: the person doesn't have the authority to reach an agreement; the other negotiator is stalling to evaluate your offer; or the tactic is being used as a wedge to get a better deal.

This last ploy is often utilized in the hope of gaining concessions. The other party will come back and say, "I couldn't get approval on the terms you offered, but if you're willing to accept ..." You can avoid this sort of tactic by establishing the negotiation authority of the party you're dealing with before discussions begin.

On occasion, experienced negotiators may attempt to frustrate you into making a mistake by trying to get you angry. Therefore, always keep your emotions under control, since losing your temper can quickly translate into a bad bargain. And finally, never over-negotiate. If you're satisfied with the existing offer, don't push for further concessions. The result may be the other party suddenly decides not to do business with you. Often only time will tell if you negotiated successfully, but if both sides feel reasonably good about the agreement, odds are the deal was fair. ♣

*George Fuller is the author of **The Negotiator's Handbook**, and **Manager's Negotiating Answer Book**, both published by Prentice Hall.*

THIS "SOMERS" HOT!

Southern Nevada's very own Debbi Somers has the distinction of being the only female who owns and operates a furniture rental company, Somers Convention Furniture Rental (SCFR), that specializes in servicing the convention and short-term rental industry in the country!

The 1997-1998 convention season is destined to be the most successful year in SCFR's eight-year history. This coincides with the company's expansion plan to move into the Southern California market, targeting the Los Angeles, Orange County, Anaheim and San Diego Convention Centers. SCFR services many conventions nationwide, taking furniture in "Somers' Semis" to areas such as Atlanta, New Orleans, Dallas, Houston, Kansas City and Orlando. Her vision for Southern California is to be the largest independent contractor supplying the convention furniture rental needs for that area with the same quality and service that has allowed her to dominate the Southern Nevada market. Here in Las Vegas, with the exception of the show contractor, SCFR has more furniture at any given convention than all the other independent contractors combined!

The firm's phenomenal growth in its first three years enabled Somers to purchase and move into her current 20,000-square-foot facility at 3926 W. Ponderosa Way in Las Vegas. It consists of a 15,000-square-foot warehouse, which includes a full-service repair and upholstery shop and a state-of-the-art paint booth, 5,000 square feet of executive offices and two showrooms. She has four semis, two bob-tails, and a fenced-in storage yard which provides a secured location for the storage of pre-packed semi-trailers waiting for "move-in day" of the convention.

Somers has been affiliated with the convention industry for the past 13 years, originally serving as convention services manager for the entire northern region of Breuner's Rents. Under her direction and



expertise she advanced her department from several thousand dollars a month in rentals to an average of \$40,000 monthly. Upon achieving her goals at Breuner's, she realized that a decision had to be made about her future. Her options were to stay on board with a corporation whose main interest was its Residential Division rather than its Convention Rental Division, select one of the multiple exhibit houses she previously serviced, or finally to open her own business. After several meetings with the Small Business Administration and the Nevada Development Authority, she developed a business and marketing plan and approached several banks. Being turned down by three banks, the fourth one finally granted Somers a business loan allowing her to go into business for herself. She was determined that her experience, quality furniture and service would help her attain her share of this niche market within the massive nationwide convention industry. On March 1, 1989 a dream was realized and a new company emerged ... Somers Convention Furniture Rental, Inc!

SCFR not only has the capability to service the local conventions and special events, but is servicing customer needs in most major centers across the country. Her inventory of over one million dollars makes her the largest supplier of avail-

able furniture under one roof in the western United States.

Ms. Somers' feels her most valued asset is her employees and she strives to achieve harmony and efficiency in her staff by providing open communication and a spirit of cooperation. If a task has to be done, she is there to help out. She works side by side with her employees and has earned their respect and loyalty. Somers said her reason for opening her own business was, "I wanted to do for my employees what many of my employers never did for me".

She opened her business with two employees. One employee was the warehouse manager, and she was all else, including the second warehouse person! She now employs fifteen and hires additional part-time employees during major conventions.

During the first year of operation, inventory and trucks were purchased and even with those initial expenditures a small profit was realized. With the awarding of two exclusive multi-year contracts by show contractors in 1991, Somers was able to exceed one million dollars in 1992. The company continued to flourish through July 1994, at which time the exclusive contracts ended. This meant the company revenues would be cut by 90 percent. Ironically, at what she felt was the pinnacle of her career, receiving the 1994 Small Business Person of the Year Award for Las Vegas, her business faced certain death. Rather than sit back and take what business life had dealt her, Somers fought to gain new clients. Not only was she able to gain new clients, she surpassed her prior year's revenues in the face of disaster ... astounding her competitors, her banker and her accountant. She has continued to sustain her annual revenues over the million-dollar mark, capturing 90 percent of the independent contractors' Southern Nevada's convention furniture business.

The convention furniture industry seems very basic: bring furniture in, take

furniture out, but that is not the case. Over the years, Ms. Somers has recognized this and understands that efficiency is the key element. The "Somers System" is unique and innovative with procedures that have become the distinction of SCFR's success.

- Somers establishes double shifts during conventions providing exhibitors with extended service hours. This system accommodates quick pick-up and deliveries on last minute change orders and/or furniture repairs. An on-site repair shop means damaged pieces are repaired and returned to the convention floor within hours.
- During down times, the shop performs maintenance on the inventory which reduces the cost of outside labor.
- Rather than load trucks with bulk lots of single items, she was the first furniture supplier to sort furniture by booth at her warehouse and deliver the goods by booth. This assures accuracy and minimizes worker expense for the exhibitors.
- Her stock is cleaned, wrapped, strapped and stored upon return to the warehouse, minimizing her response time on future orders. Cleaning, strapping and bagging the furniture gives it the appearance of being "new", increases the longevity of the inventory and reduces replacement costs.
- Ms. Somers was also unique in the way she produced her brochures. Other companies in the industry printed their brochures with names for individual pieces, such as a black leather sofa being called a "Merlin". She decided to keep it simple and call a black leather sofa by what it is, "a black leather sofa", making it easier for the client while ordering, and creating fewer mistakes at the warehouse and show site.

The quality of her furniture is still one of the most important features Somers has to offer. The furniture she selects is geared for convention colors, needs and durability. Sofas, chairs, conference tables, office and occasional tables are purchased to withstand the abuse of trucking and constant handling. Since the business is so specialized, the employees are hired for their ambition and then trained to meet the needs of the company.

The future holds countless opportuni-



ties for Somers and her company as she ventures into the national marketplace. She has made her mark in the local convention business and is determined to do so on the national forefront, focusing initially on the Southern California market.

In spite of the high demands of owning and running her own business, she serves as Vice President of the National Association of Women Business Owners (NAWBO) and remains an active member of the Women's Convention Services Association (WCSA) and the Las Vegas Chamber of Commerce. In 1993 she was awarded the Blue Chip Enterprise Designee, which recognizes exceptional management in meeting adversity, and was selected for Most Distinguished Woman of Southern Nevada for 1995 and 1997.

Somers feels strongly about the community and takes every opportunity to contribute her time and talents. She has been involved with Clark County School Districts Career Day Program targeting career goals for at risk junior high school students. She served on the GALA Committee for the Festival of Trees which raises money to combat Downs Syndrome. She has been instrumental in establishing a job pool through WCSA, creating a structure to allow networking on a daily basis to advance members in their respective careers. Somers has a company policy where she and her staff vote for one large, charitable company project each year. She heads the project by being behind it 100 percent, financially and physically encouraging the staff to participate. Past endeavors include assembling Christmas gift bags for the children at St. Judes Ranch, and donating and delivering furniture to a needy family. The most recent project involved the Agassi Foundation to benefit children's chari-

ties. She donated her top of the line furniture while her staff delivered and set up all the dressing rooms for the stars scheduled to perform at the charity function.

Somers adds that her services also range outside the convention world. She supplies furniture to new businesses moving to town while either waiting for their furniture to arrive or before they settle in and purchase their own as well as for functions at private residences, and/or hotels, weddings, etc.



Debbi Somers

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Property Management: Why choose a professional?

by Marsha Jones, CPM, Portfolio Manager, CB Commercial Management Services, Reno

Property management is in a transition. Increased expectations and the need for seamless, full-service real estate service has made stand alone fee management obsolete for most property managers. Traditionally, property management company services have included: budgeting, tenant relations, work orders, contact administration, preventative maintenance, lease administration, construction management, financial reporting, rent collection and strategic planning.

Today, property management is just part of a bundle of dynamic real estate services that combine to create and maintain optimal economic value. A full-service real estate company must also include a full spectrum of services to effectively meet the demands of institutional clients including, property management, brokerage, financial analysis, appraisal, financing, market information and technology.

When choosing a property management company it is also important to look for the intangibles, what separates companies from their competition, what helps preserve long working relationships:

Leadership: Property management is a people business. Look for tenured, professional staff with a vision for innovation, value creation and customer service.

Training: It is important the company you work with is on the cutting edge of education in the field. In-house and outside training can provide professional skills such as CPMs and a staff accountant.

Market Presence: Companies which have a large market presence can provide economies of scale purchasing power on contracts and supplies which benefit clients and tenants.

National Network: Can provide a competitive advantage when working with national clients.

Research by
Lisa Maguire

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Non-Profit Organizations
Preferred Provider Organizations
Professional Organizations
Residential Builders

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Event Service Companies

Ranked by Total Nevada Employees

RANK	EVENT SERVICE COMPANY ADDRESS E-MAIL	PHONE 1 PHONE 2	NV EMPLOYEES		SPECIALTIES	MAJOR CLIENTS AND/OR CONVENTIONS SERVED	AFFILIATIONS AND MEM- BERSHIPS	SENIOR NV EXEC YEAR EST.
			INSURANCE COVERAGE					
1	USA Hosts 1055 E. Tropicana Ave., Ste. 625, LV 89119 sales@lasusahosts.com	798-0000	40	\$5,000,000	Sightseeing Tours, Transportation Services, VIP Arrangements, Entertainment/Special Events, Convention Housing, Air Travel	Rotary Int'l, Ford Motor Corp., Holiday Inn Worldwide, Chevrolet Motors	ASAE, SITE, PCMA, HSMA	Jiri German 1980
2	Events Services, Inc. PO Box 13047, Reno 89507	786-1122	22	\$1,000,000	Special Events, Conventions, Body Guards, Ushers, Ticket Sellers & Takers, Security	Outdoor Retailer, Coast to Coast, West Coast Western Market, Performance Racing Industry	IAAM, Private Patrolman Association	Mike Hendi 1991
3	Baskow 2948 E. Russell, LV 89120 baskow.com	733-7818	14	\$2,000,000	Entertainment, Party & Special Event Planners, Meeting Planners, Star Broker, Model Agency, Talent Agent, Movie Casting, Speakers Bureau	Otis Elevator, Digital, Pepsi, Showest, Caesars Palace	HSMA, Meeting Planners Int'l, Screen Actors Guild	Jaki Baskow 1976
3	Expo Services/USA 4545 Cameron Blvd., Ste. C, LV 89108 lascajun@aol.com	367-1650	14	\$2,000,000	Installation & Dismantle of Exhibits, Total Trade Show Management & Service	Motorola, Kodak, Bell Textron, Xerox, Fruit of the Loom, Sharp, NEC, COMDEX, CES	Nevada Tourist Commission, BBB	Bernie Massett 1989
5	Somers Convention Furniture & Rental, Inc. 3926 W. Ponderosa Way, LV 89118	739-0229	13	DND	DND	ISCC, CES, COMDEX, E3	NAWBO, ISES, WCSA, EDPA, HSMA	Debbi Somers 1989
6	Activity Planners, Inc. 3110 S. Polaris Ave., Ste. 4, LV 89102 planners@activityplanners.com	362-8002	10	\$5,000,000	Theme Parties, Unusual Venues, Catering, Youth Programs, Unique Tours, Book Speakers, Transportation, Show Reservations	COMDEX, CES, Interop Network, World of Concrete	HSMA, PCMA, SITE, DMC Network	Karen Gordon 1977
6	Desert Design Group, Ltd. 3950 W. Diablo Dr., Ste. 10, LV 89118	740-4210	10	DND	Wedding, Bar- & Bat-Mitzvahs, Corporate Events, New Year's Eve Parties, Slot Tournaments, Custom Built Props & Decorations	Most Major Las Vegas Hotels (MGM Grand, Luxor, Mirage, et. al), McDonald's Corp., Turner Network Tele.	Chamber of Commerce	Todd Rosenberg 1994
8	The Lenz Agency 1591 E. Desert Inn Rd., LV 89109 rich@lenzta.com	733-6888	9	\$2,000,000	Event Production, Models/Narrators, Transportation, Entertainment, Marketing, Room/Show Reservation	Magic Int'l, SEMA, COMDEX, Network Interop	NAEM, ISES, EDPA, RO/DSA	Richard Weber 1960
9	Reno Exposition Services 300 Sierra Manor Drive, Reno 89511 www.renoexpo.com	851-4700	8	\$3,000,000	Booths, Freight Handling, Storage, Electrical, I & D Labor, Registration/Theme Deco	International Cigar Expo, Western Winter Sports Rep's Assn., Pacific International Expo	IAEM, NELA, ESCA, Western Association	Richard Baxter 1993
9	The Alan Waxler Group 4031 S. Industrial Rd., LV 89103 awaxgrp@skylink.net	792-8000	8	\$1,000,000	Shuttle Services, Theme Events, Tours, Meeting / Convention Services, Models / Hostesses, Entertainment, Golf Outings, Spouse Programs	AT&T, Pepsi, United Auto Workers, ShoWest	SITE, RODSA, HSMA, PCMA	Alan F. Waxler 1996
11	Broadcast Production, Inc. 6020 W. Flamingo Rd., Ste. 14, LV 89103 tvpro@wizard.com	227-5252	7	\$1,000,000	Television, Promotional Videos, Commercial Productions	DND	Augustus Society	Mr. Tony Sacca 1990
11	Creative Concepts, Inc. 3135 Industrial Rd., Ste. 212, LV 89109 creative@savenet702.com	792-4111	7	DND	Theme Party Planning, Entertainment, Tours, Ground Transportation, Off-Site Venues, Models	Magic, Int'l Council of Shopping Centers, Epic Enterprises	SITE, MPI, IAEM, Chamber of Commerce	Renee Hale-Puršel 1990
13	Park's People, Inc. 50 S. Jones Blvd., Ste. 200, LV 89107 pat@parkspeople.com	870-0555	6	\$3,000,000	Models/Talent/Personnel, Entertainment/Special Events, VIP Services, Registration & Floor Mgrs, Interpreters, Tours/Speakers/Spouse Program	Softbank COMDEX, World of Concrete, Video Software Dealers Assn., World Gaming Congress	Chamber of Com., Int'l Assn. of Expo Mgrs, Int'l Soc. of Spec. Events	Pat Park 1981
14	Great Basin Events 223 Marsh Ave., Reno 89509 liz@younger.reno.nv.us	329-4200	5	\$2,000,000	Equestrian/Livestock Events	Tony Lama Boots/Reno Ranch Rodeo, Reno Champ. Snaffle Bit Futurity, Nev. All-Around Working Cowhorse Champ.	Working Ranch Cowboys Assn., Public Relations Soc. of Am.	Liz Younger 1993
15	Western Discovery International 507 Casazza Drive, Ste. C, Reno 89502 jannwidi@aol.com	329-9933 800-843-5061	4	\$1,000,000	Inbound Travel to Reno/Tahoe, Leisure, Military Reunions, Rental Cars, Golf Groups, Group & Individual Hotel Pkgs, Reno/Tahoe Reservations	AFLAC 1997, 33 Japanese Companies, Ebarra Int'l, State Farm Insurance	Nat'l Air Tour Assn., Int'l Hotel Sales/Mktg Assn., Reno/Tahoe Territory, Chamber of Commerce	Jann Tilzey 1986
15	Savoy Convention Service PO Box 1247, Reno 89504	329-5542	4	\$1,000,000	20' High Theatrical Drape	NV Academy of Family Physicians, NV Optometric Assn., American Institute of Architects, NV Association of Realtors	DND	DND 1959
17	Norman L. Wallin Enterprises, Inc. 1 East 1st Street, Ste. 808, Reno 89501 info@destination-support.com	329-7486	3	\$1,000,000	Meet & Greet, Luggage Handling, Ski Arrangements, Transportation, Golf Arrangements, Tours	DND	SKAL	Norman L. Wallin 1996
17	ASAP - LV 3430 E. Flamingo Rd., Ste. 318, LV 89121	458-0090 800-368-2727	3	\$1,000,000	Incentive Programs, Meet&Greet, Theme Parties, Shuttle Services, Spouse Programs, Activity Programs, Motorcoach Tours, National Park Tours	AT&T, Sigma Diagnostics, Blodgett Owens, Pabco Gysson	ISES, SITE, HSMA, RODSA	Sunny Barkley 1992
19	Accent Party Props Box 16771, 625 Hwy 50, Zephyr Cove 89448	588-5678	2	\$5,000,000	Theme Decor, Wedding Decor, Linens, Convention Decor, Caribbean Parties, 50's, July 4th and New Year's Eve Parties	DND	NTA, ABA, SKAL, Chamber of Commerce	Joe O'Neill 1997
19	Destination Lake Tahoe Box 16771, 625 Hwy 50, Zephyr Cove 89448	800-833-8399	2	\$5,000,000	Full Service Transportation, Dine Around's, Destination Mgmt. for Lake Tahoe, Special Theme Events, Group Activities	Microsoft, Carlson Marketing Group, Adventure Tours USA., Electrolux	NTA, ABA, SKAL, Chamber of Commerce	Joe O'Neill 1985
19	Inventive Incentives 2110 E. Flamingo Rd., Ste. 300, LV 89119	893-6444	2	\$2,000,000	Special Events, Promotions, Meeting Planners, Incentive Programs, Theme Events, Props, Transportation	Dodge Truck Rodeo, Bristol Myers Squibb, Station Casinos - USTRC	MPI, ISSI, Chamber of Commerce, LV Inventive	Robyn Johnson 1963
19	Judy Venn & Associates, Inc. 3401 West Charleston Blvd., LV 89102	259-4494	2	\$1,000,000	Models, Hostess/Host, Professional Narrators, Interpreters, Special Talent, Booth Personnel	Cahners Publishing, Network Interop Shops, Nat'l Assn. Broadcasting Shows, Nat'l Business Aircraft Assn. Shows	IAEM, ESCA, PCMA, HSMA	Lawanda Baldwin 1987
19	Creative Talent 900 E. Karen Ave., Ste. D-116, LV 89109	737-0611	2	DND	Talent Agent, Extra Casting, Theater Productions, Convention/Destination Services, Convention Host/Hostess, Entertainers	COMDEX, Paramount Pictures, Universal Films	Las Vegas Chamber of Commerce	Margee Butto 1989
19	The Talent Group, Inc. 2800 W. Sahara Ave., Ste. 7#, LV 89102 talgroup@concentric.net	365-8720	2	DND	Corporate Theater Production, Event Planning, Decor & Entertainment Bookings, Convention Services, Corporate Video Production	Mary Kay, COMDEX	Chamber of Commerce, Coalition of Models and Actors	Jane Malton 1994
N/A	Classic Models & Talent 3305 W. Spring Mtn. Rd., Ste. 12, LV 89102	367-1444	DND	DND	Host/Hostess, Promotions, Narrators, Print, Commercials, Look-A-Likes, Television, SAG Affiliated	R&R Advertising, Sony, Budweiser	Screen Actors Guild, LVCA, NV Motion Picture Assn.	Wendy Wenzel 1974
N/A	Cooperative Enterprises 347 Marsh Ave., Reno 89509	852-7469	DND	DND	Trade Shows	Nevada Landscape Assn.	Nat'l Assn. of Consumer Shows, Nevada Landscape Assn.	Jim Sullivan 1990
N/A	Holiday Models, Inc. 500 E. Desert Inn Rd., LV 89102	735-7353	DND	DND	Talent, Destination Management, Event Management, Theme Parties, VIP Dining Shows	DND	NCC, CES, AMC, NADA	Kami Griffith-Og 1957
N/A	Lockett & Sullivan 347 Marsh Ave., Reno 89509 info@bigshows.com	852-7469	DND	DND	Consumer Shows	Spring Home Show, Full Home Show, Health & Beauty Expo, Boat, Sport & RV Show	Nat'l Assn. of Consumer Shows, Nevada Landscape Assn.	Jim Sullivan 1957
N/A	Michael T. Entertainment 522 E. St. Louis Ave., LV 89104	733-2889	DND	\$1,000,000	Music, Entertainment	DND	Chamber of Commerce	Michael Tramo 1979

DND = Did not disclose

JIMMERSON, DAVIS & HANSEN

Working Hard on Behalf of Nevada Businesses for 14 Years

Today's rapidly changing business and legal environment requires that companies carefully select an experienced law firm with a broad background. For many Nevada businesses, that has meant retaining the services of Jimmerson, Davis & Hansen, a Las Vegas-based law firm that has maintained a strong Nevada presence for nearly 15 years. Always attuned to the need for efficient legal services, the firm handles cases involving all civil matters. Its clients have included an impressive list of businesses large and small, and a "Who's Who" of celebrities and high-profile businessmen, businesswomen and professionals.

"Serving the legal and business needs of our clientele has fostered an understanding of the importance of effective and confidential treatment and service," explained Tom Davis, a shareholder in the firm.

Jimmerson, Davis & Hansen's three principle shareholders possess varied experiences, enhancing the firm's ability to address and work with many different legal concerns and issues.

A native Las Vegas, Jim Jimmerson graduated from Las Vegas High School and went on to study at American College in Paris and George Washington University. He received his Juris Doctor (JD) from Columbia University in New York. His areas of practice include business and tort litigation, real estate, construction, entertainment and family law. He has published articles about topics ranging from jury persuasion to Nevada family and divorce law. He has served on the American Bar Association (ABA)



From left to right: Jim Jimmerson, Lynn Hansen and Tom Davis

Board of Governors, and has worked extensively on behalf of the Clark County Pro Bono Project. Jimmerson presently serves as a member of the Board of Directors of the Greater Las Vegas Inner City Games, and is also the Chairman of the Nevada Taxicab Authority, having been appointed by Governor Miller to that Board.

Davis earned Bachelor of Science and JD degrees from Marquette University in Wisconsin. His realm of expertise includes business and corporate law, as well as construction and labor/employment law. Davis also handles document review and preparation for clients' business transactions. He currently serves on the Executive Committee of the Business Law Section of the State Bar of Nevada, and he co-chairs the state bar's Consumer Protection Committee. In addition, he has prepared materials for and made presentations at various seminars, focusing mainly on corporate law and construction law.

Lynn Hansen primarily focuses on insurance and health care law. Hansen, who studied at the University of Mary-

land and the University of Washington before obtaining her JD from the McGeorge Law School in California, serves on the Board of Bar Examiners.

The three shareholders have supplemented their experiences and knowledge with a highly capable group of legal associates and support staff. "Our firm has assembled a knowledgeable, conscientious group of attorneys and support staff, enabling us to give our clients advice and assistance in avoiding serious legal problems at the outset,"

said Davis. "However, when legal dilemmas can't be avoided, we concentrate on resolving them quickly and efficiently."

The superior group of associates, paralegals and staff that Davis cites has played a vital role in Jimmerson, Davis & Hansen's success.

"Our staff members are professionals and have enabled us to develop the solid working relationships with our clients that have been so critical to accommodating their needs," stated Jimmerson. "We look for associates, paralegals and staff who share our commitment to excellence and our dedication to serving our clients' best interests. We've established a reputation within the community for working tirelessly on their behalf.

"The business world is constantly evolving, and that requires both quick response time and 24-hour availability for clients," Jimmerson added. "They have our cellular and home phone numbers, because we understand serving people's business and legal needs constitutes a 24-hour-a-day job."

According to Jimmerson, this philo-

ophy encouraged the firm to become one of the first in the region to institute 24-hour trial teams. The firm utilized this industrious around-the-clock approach to win a multi-million-dollar judgment for their client, architect Nikita Zukov, in a breach of architectural contract lawsuit filed against Las Vegas Sands, Inc.

"From eight to five, during the day, we'd try the case before the federal court judge and jury," Jimmerson described. "The next team of associates, paralegals and staff would work with us until two or three in the morning preparing evidence memoranda and addressing the legal issues which emerged in court that day. Working around the clock ensured we were prepared with the written documents regarding the questions and concerns raised in court."

The firm's aggressive trial approach represents a significant factor in its dedication and hard work. "Considering the high cost of litigation, there's no incentive to finish second in a court case," Jimmerson stated. "We're there to win the lawsuit. We're willing to work non-stop to achieve positive results for our clients. We treat every case as if it's the most important argument we're ever going to make."

Going the extra mile for every client has translated into substantial referral and repeat business for Jimmerson, Davis & Hansen. "Word of mouth still represents the best source of business for us," Jimmerson asserted. "It's a real honor when a client refers an associate or friend to us, because it's a testament to the skill and ethics with which we approached their case. We have long understood that we can't take our clients for granted or sit on our laurels. We have to prove ourselves every day. We'll only maintain our solid reputation through a continued emphasis on ethics, skill and effort."

The diligence Jimmerson highlights is key to properly advising clients regarding their specific situation. "Our goal really entails keeping our clients out of costly litigious situations," Davis noted. "We concentrate on anticipat-

"THE FIRMS BEST ABLE TO SERVE THEIR CLIENTELE HAVE DEVELOPED A LONG-STANDING RELATIONSHIP OF TRUST BETWEEN THEMSELVES AND THE COURTS. JUDGES LEARN TO LISTEN TO AND HAVE FAITH IN WHAT A PARTICULAR LAWYER IS SAYING. ATTORNEYS WHO DEVELOP THIS RAPPORT WITH JUDGES ... WILL ACHIEVE BETTER RESULTS FOR CLIENTS."

ing and solving problems before they require a remedy through the courts."

Keeping clients out of court often means leading them through arbitration and mediation, areas in which the firm's partners are trained. "Honesty is essential, because our clients rely on us as legal professionals to minimize their exposure to the judicial system," Jimmerson said. "Many cases simply don't need to go to court. We search for non-trial alternatives whenever we can, and that means placing our clients' needs before our own financial goals. Their interests comprise our main priority."

When the firm must represent its clients in court, its tenure as a fixture in the Nevada legal community constitutes a valuable asset. "The hallmark of an effective lawyer entails his or her ability to influence the fact finders [the jury or judge]," Jimmerson explained. "The firms best able to serve their clientele have developed a long-standing relationship of trust between themselves and the courts. Judges learn to listen to and have faith in what a particular lawyer is saying. Attorneys who develop this type of rapport with judges through years of hard work, legal research and ethical practice will achieve better results for their clients."

The firm's experience in building

quality working relationships with the courts is not confined to Clark County. The shareholders and associates have handled many business and family matters statewide, appearing in virtually every courthouse across Nevada, in places as diverse as Goldfield and Elko. The firm has also represented its clients and brought cases to trial in several state and federal courts outside Nevada.

"It's critical to remain sensitive to the legal issues and concerns of various localities," Jimmerson said. "Regardless of where we argue a case, we bring the same commitment to understanding the specific issues at hand and accomplishing our clients' objectives."

Jimmerson, Davis & Hansen's superior resources - highly experienced and knowledgeable legal counsel, an effective support staff, determination and dedication - will be bolstered by its new state-of-the-art offices. The firm is anticipating taking up occupancy of the new space, across from the new regional justice center at Casino Center Drive and Clark Avenue, next June.

Taking into consideration the need for the most up-to date programs and services, plans for the offices include more than \$100,000 in enhanced computer-aided technologies. The latest Pentel generation of computers will assist the firm in providing the most efficient service possible. Among other technological highlights, associates and staff will be able to fax and take phone messages from their computers.

"We're always looking for ways to more effectively serve our clients, and we're excited about this opportunity to upgrade our tools and resources," Jimmerson stated.

The new offices and technology are symbolic of Jimmerson, Davis & Hansen's tradition of setting trends, rather than following them. Expect the firm to continue to excel internally, as well as in working to achieve its clients' goals.

"People feel most comfortable with a lawyer who cares, yet who remains professional and objective at all times," Davis stated. "We're always excited about opportunities to take the services we offer to the next level of excellence."

Law Firms

Ranked by Number of Attorneys Licensed in Nevada

RANK	LAW FIRM ADDRESS(ES) E-MAIL	PHONE 1 PHONE 2	LAWYERS* F/T EMPL.	HOURLY RATES	YEAR ESTABLISHED HEADQUARTERS	SPECIALTIES	MANAGING PARTNER(S)
1	Lionel Sawyer & Collins 300 S. Fourth Street, Suite 1700, Las Vegas 89101 1100 B of A Plaza, 30 West Liberty Street, Reno 89501 lv89101@aol.com / lscreno@ix.netcom.com	383-8888 788-8666	70 185	\$95 - \$325	1967 Las Vegas	Civil Litigation, Commercial Transactions, Gaming, Zoning & Land Use, Trusts & Estates	Paul R. Hejmanawski, F. Harvey Whittemore
2	Hale, Lane, Peek, Dennison, Howard, Anderson & Pearl 100 West Liberty Street, 10th Floor, Reno 89505 2300 W. Sahara Ave., 8th Floor, Box 8, Las Vegas 89102	786-7900 362-5118	36 90	\$115 - \$250	1971 Reno	Real Property & Financial Transactions, Commercial Litigation, Bankruptcy, Administrative & Utility Law, Land Use Planning & Natural Resources	William C. Davis, Jr.
3	Alverson, Taylor, Mortenson, Nelson & Sanders 7401 W. Charleston Blvd., Las Vegas 89117 atmns@ix.netcom.com	384-7000	34 85	DND	1997 Las Vegas	Insurance, Divorce, Medical Malpractice, Corporation/International Law, Personal Injury, Domestic/Family Law, Bankruptcy	J. Bruce Alverson, Eric Taylor, David J. Mortesen, Erven T. Nelson, et al.
4	Jones, Jones, Close & Brown, Chtd. 3773 Howard Hughes Pkwy, 3rd Floor South, LV 89109 jjcb@jcb.com	734-2220	32 80	DND	1938 Las Vegas	Administrative, Land Use, Bankruptcy, Business, Real Estate, Entities, Construction, Tax, Gaming, Healthcare, Estate Planning, Litigation	Gary R. Goodheart
5	McDonald Carano Wilson McCune Bergin Frankovich & Hicks LLP 241 Ridge Street, Reno 89501 2300 W. Sahara Ave., No. 10, Ste. 1000, LV 89102	322-0653 873-4100	31 65	DND	1949 Reno	Civil Litigation (Federal, State), Corporate, Business, Gaming, Tax, Estate Planning, Employment Law	Leo P. Bergin, George F. Ogilvie
6	Beckley Singleton Jemison and List, Chtd. 530 Las Vegas Blvd., South, Las Vegas 89101 100 W. Liberty Street, Suite 700, Reno 89501 bsjnl@aol.com	385-3373 323-8866	27 87	\$85 - \$250	1962 Las Vegas	Litigation, Mediation, Arbitration, Insurance, Construction Defect, Premises Liability, Gaming	Elizabeth Gonzales
7	Gordon & Silver, Ltd. 3800 Howard Hughes Pkwy, 14th Floor, LV 89109 gslawlv@arrv.net	796-5555	20 42	DND	1967 Las Vegas	Bankruptcy, Administrative/Gaming, Transactional, Litigation, Patent/Trademark	Jeffrey A. Silver, Esq.
8	Barker, Brown, Busby & Sutherland, P.C. 430 S. Third Street, Las Vegas 89101 bar-bro@ix.netcom.com	386-1086	15 43	\$120 - \$150	1996 Las Vegas	Insurance Defense, Personal Injury, Property, Casualty, Products Liability, Complex & Disaster Litigation, Estate Planning	Janice J. Brown, Jerry J. Busby, Thomas D. Sutherland, P.C.
8	Jolly, Urga, Wirth & Woodbury 300 South Fourth Street, Suite 800, Las Vegas 89101	385-5161	15 35	\$130 - \$250	1974 Las Vegas	Business Litigation, Corporate/Transactional, Estate/Probate, Domestic, Personal Injury	R. Gardner Jolley, William R. Urga
8	Kolesar & Leatham, Chtd. 3320 W. Sahara Avenue, Suite 380, Las Vegas 89102	362-7800	15 30	\$135 - \$245	1986 Las Vegas	Real Estate, Banking/Finance/Trust & Fiduciary, Corporate, Creditors' Rights/Bankruptcy, Tax/Probate	Robert J. Kolesar, Nile Leatham
11	Marquis & Aurbach 3228 S. 4th Street, Las Vegas 89101	382-0711	14 40	\$115 - \$250	1979 Las Vegas	Real Estate, Corporate, Employment Law, Estate Planning, Civil Litigation	Albert G. Marquis, Phillip S. Aurbach
12	Pico & Mitchell, Ltd. 2000 South Eastern Avenue, Las Vegas 89104	457-9099	13 38	\$100 - \$190	1965 Las Vegas	Insurance Defense, Medical Malpractice Defense, Probate, Corporate, Family Law, Personal Injury, Products & Premises Liability	James R. Rosenberger, Chris A. Escobar, Gary L. Myers, E. Breen Arntz
13	Pearson, Patton, Shea, Foley & Kurtz, P.C. B of A West, 6900 Westcliff, Ste. 800, Las Vegas 89128	228-7717	12 25	DND	1984 Las Vegas	Insurance Defense, Medical Malpractice Defense	Neils Pearson, Theodore J. Kurtz
13	Keefer, O'Reilly, Ferrario & Lubbers 325 S. Maryland Pkwy, Las Vegas 89101	382-2660	12 35	DND	1977 Las Vegas	Gaming, Hotels, Real Estate, Corporate, Estate Planning, Insurance Defense, Construction & Family Law	John F. O'Reilly, Edward C. Lubbers, Mark E. Ferrario
15	Cohen, Johnson, Day & Clayton LLP 301 E. Clark, Suite 870, Las Vegas 89101	382-2111	9 22	\$95 - \$225	1986 Las Vegas	Insurance Defense, Bankruptcy, Real Estate, Commercial Litigation, Personal Injury	Steven L. Day, H. Stan Johnson, Steven B. Cohen, David R. Clayton
15	Dickerson Dickerson Consul & Pocker 330 S. Third Street, Suite 1130, Las Vegas 89101	388-8600	9 20	DND	1986 Las Vegas	Family Law, Personal Injury, Civil Litigation, Real Estate, Transactional Law	Robert P. Dickerson, George M. Dickerson, Vincent A. Consul, Richard J. Pocker
15	Moran & Associates 360 South Fourth Street, Suite 400, Las Vegas 89101	384-8424	9 20	DND	1975 Las Vegas	Insurance Defense, Land Use, Zoning Matters, Privilege Licensing, Corporations, Civil, Criminal Law	John T. Moran, Jr.
15	Skinner, Sutton & Watson P.C. 548 California Avenue, Reno 89509 8000 Southwood Blvd., Suite 207, Incline Village 89450 ssw1@ix.netcom.com	324-4100 833-1700	9 20	\$125 - \$200	1994 Incline Village	Corporate/Business, Intellectual Property, Civil Litigation, Estate Planning, Real Estate	Greg Skinner, Garrett Sutton, Kelly Watson
15	Hutchison & Steffen 530 S. Fourth Street, Las Vegas 89101 hutchison@earthlink.net	385-2500	9 16	\$110 - \$225	1996 Las Vegas	Commercial Litigation, Insurance Defense, Real Estate Litigation, Landlord/Tenant, Personal Injury	Mark A. Hutchison
20	Bell & Young, Ltd. 4001 Meadows Lane, Las Vegas 89107	878-2800	8 18	\$150 - \$250	1975 Las Vegas	Litigation Defense, Business/Property/Corporations, Estates & Probate, Personal Injury	Kenneth G. Bell, Richard D. Young, Craig D. Hoppe, David C. Rosequist
21	Jimmerson, Davis & Hansen 701 E. Bridger Ave., Ste. 600, Las Vegas 89101	388-7171	7 28	\$120 - \$275	1983 Las Vegas	Civil Litigation, Real Estate, Entertainment, Construction, Family Law, Personal Injury, Corporate, Medical Malpractice Defense, Insurance, Healthcare	Lynn M. Hansen
21	John Peter Lee, Ltd. 830 Las Vegas Blvd. South, Las Vegas 89101	382-4044	7 26	\$125 - \$310	1975 Las Vegas	Civil Litigation, Bankruptcy, Transactional, Probate & Estate, Administrative Agencies	John Peter Lee
21	Albright, Stoddard, Warnick & Albright 801 S. Rancho Dr., Suite D-4, Las Vegas 89106	384-7111	7 16	\$145 - \$200	1971 Las Vegas	Real Estate, Construction Defects, Commercial Law, Insurance Defense, Family Law	G. Vern Albright, William H. Stoddard, G. Mark Albright
24	Erwin Thompson & Hascheff One East Liberty Street, Suite 424, Reno 89504 www.renolaw.com / erwin@renolaw.com	786-9494	3 7	DND	1991 Reno	Mining & Natural Resources Law, Business Law, Complex Commercial & Personal Injury Litigation, Real Estate Law	DND
25	Silverman & Dacaria, Chtd. 290 S. Arlington Avenue, Reno 89501	322-3223	2 8	\$80 - \$195	1982 Reno	Family/Matrimonial Law, Child Custody	Maryanne Decara
25	Barber, Klearman & Assoc. 557 Washington Street, Reno 89503	323-6464	2 6	\$150	1991 Reno	Personal Injury, Family Law, Criminal	Steven J. Klearman, Joel B. Barber
25	Law Office of Cliff Young 600 S. Virginia Street, Suite B, Reno 89501	786-3882	2 4	\$150 - \$200	1983 Reno	Family Law, Criminal Defense, Personal Injury	Cliff Young
28	Richard G. Hill, Esq. 331 East Liberty Street, Reno 89501 rhillaw@concentric.net	348-0888	1 6	\$150 - \$200	1979 Reno	Business, Business Litigation, Real Estate - Transactions & Litigation, Construction, Collection	Richard G. Hill
28	Carter R. King, Attorney at Law 524 Holcomb Avenue, Reno 89502	322-1153	1 4	\$175	1983 Reno	Family Law, Criminal Law, Personal Injury	Carter R. King
28	Law Office of Richard F. Cornell 150 Ridge Street, Reno 89501 rcorn150@aol.com	329-1141	1 3	\$135 - \$150	1986 Reno	Domestic, Criminal, Appellate	Richard F. Cornell
28	Geoffrey Giles & Associates 527 California Avenue, Reno 89509	329-4999	1 3	\$150 - \$175	1980 Reno	Bankruptcy, Board Certification in Business & Consumer Law	Geoffrey Giles
28	Law Offices of David A. Hornbeck 1675 Lakeside Drive, Reno 89509 david_hornbeck@counsel.com	323-6655	1 1	DND	1979- Reno	Environmental Law, Civil Litigation/Corporate, Personal Injury, Family Law, Criminal Law	David A. Hornbeck

DND = Did not disclose *Licensed to practice in Nevada

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Health Clubs
Ranked by Total Workout Space

RANK	HEALTH CLUB ADDRESS	PHONE E-MAIL	WORKOUT AREA(S) (Sq. Ft.)	MEMBERS		SPECIAL AMENITIES	SENIOR NV EXEC	
				EMPLOYEES			YEAR ESTABLISHED	
1	Green Valley Athletic Club 2100 Olympic Avenue, Henderson 89014	454-6000	136,000	9,000 215		Indoor/Outdoor Lighted Tennis, Racquetball/Squash, Massage, Skincare, Steam, Auto Detailing, Outdoor/Indoor Pools, Aerobics, Cardiovascular, Salon, ProShop, Whirlpool	Misty Chadwick 1988	
2	YMCA of the Sierra 1300 Foster Drive, Reno 89509	329-1311	40,000	4,200 180		Two Pools, Full-line of Paramount Equipment, Two Gyms, Separate Aerobics Studio, Racquetball & Hardball, Complete Land & Water Exercise Classes, Free Weights Room	Ed Roussell 1907	
3	Sports West Athletic Club 1575 S. Virginia, Reno 89502	348-6666	35,000	DND 70		Cardio Area, Olympic Pool, Free Weight Area, Cybex, Icarian Toning Machines, Child Care, Aerobics, Individualized Weight Lessons & Training Programs, Racquetball	Dee Dee Desiderio 1986	
3	24 Hour Fitness 3141 N. Rainbow Blvd., Las Vegas 89108	656-7777	35,000	12,200 122		Climbing Wall, Pool, Jacuzzi, Steam Room, Sauna, Personal Training, Great Service	Steve Clinefelter 1987	
5	24 Hour Fitness 2605 S. Eastern Avenue, Las Vegas 89109	641-2222	30,000	10,600 106		Climbing Wall, Pool, Jacuzzi, Steam Room, Sauna, Personal Training, Great Service	Steve Clinefelter 1987	
6	24 Hour Fitness 2893 N. Green Valley Pkwy, Henderson 89014	898-9999	26,000	9,000 90		Climbing Wall, Pool, Jacuzzi, Steam Room, Sauna, Personal Training, Great Service	Steve Clinefelter 1987	
7	24 Hour Fitness 3055 S. Valley View, Las Vegas 89102	368-1111	24,000	8,200 82		Climbing Wall, Pool, Jacuzzi, Steam Room, Sauna, Personal Training, Great Service	Steve Clinefelter 1987	
7	World Gym Reno 6155 Neil Road, Reno 89511	82-SHAPE (74273)	24,000	2,000 45		75'x30' Outdoor Pool, 9'x12' Outdoor Spa, Basketball Court, Sand Volleyball, Johnny 'G' Spinning, Indoor Volleyball & Basketball, APEX Fitness and Nutritional Programs	William Florentine 1995	
9	Carson City Fitness & Aerobics 3242 Research Way, Carson City 89706	884-3476	15,000	4,500 20		Aerobics, Weight Training Machines, Free Weights, Sauna, Tanning Beds	DND 1994	
9	YMCA of the Sierra, Sparks Branch 850 Baring Blvd., Sparks 89434	685-9622	15,000	1,800 100		College-size Gymnasium, Football/Soccer Fields, Paramount & Nautilus Equipment, Separate Aerobics Studio	Ed Roussell 1973	
11	Apollo Spa & Health Club 953 E. Sahara Ave., Ste. A19, LV 89104	650-9191 www.apollospa.com	14,000	6,000 15		For Gay Men Only, Pool (60' x 20'), Jacuzzi	D.R.M. Ruehl 1996	
12	Rocksport Indoor Climbing Center 1901 Silverado, Reno 89512	352-ROPE (3673)	6,500	DND 10		Full Service Climbing Gym, Lockers & Showers, All Levels of Instruction, Youth Programs, Birthday Parties, Outside Lessons Available, Corporate Team Building	Craig Schriber 1995	
13	Fitness Focus 1141 California Avenue, Reno 89509	324-0131	5,000	250 3		Full Gym	J. Nichols/P. Umani 1991	
14	Chuck Minker Sports Complex 275 N. Mojave Road, Las Vegas 89101	229-6563	2,500	700 16		Jacuzzi, Day Sauna, Indoor Golf, League Basketball, Volleyball, 8 Racquetball Courts & League, 20 Exercise Classes Weekly, Gymnastics, Shotokan Karate	DND 1978	
15	Tropicana Hotel Health Spa 3801 Las Vegas Blvd. South, LV 89109	739-2680	1,304	DND DND		Jacuzzis, Dry Saunas, Steam Room, Relaxing Lounge with TV, Massage & Facial Services, Personal Trainer on Staff, Complimentary Juices	DND 1986	

DND = Did not disclose

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Nevada's Top 50

Visionary. Dreamer. Idealist.

How many times have we used these adjectives to describe people we know? Until they prove us wrong? Then we call them risktakers, groundbreakers, and leaders.

To recognize the accomplishments of these individuals, the *Nevada Business Journal* has created a special program—**Nevada's Top 50 Business Leaders**.

The selection criteria is based on:

- business leadership
- community involvement
- 75-word biography
- any other relevant information on business accomplishments.

Join us in recognizing the professionals who pave the road for future generations.
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To obtain nomination forms call:

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The Elizabeth Younger Agency
223 Marsh Avenue • Reno, NV 89509
Tel 702.329.4200 • Fax 702.329.4283

Higher Educational Facilities

Ranked by Total Current Enrollment

RANK	INSTITUTION ADDRESS(ES) E-MAIL / WEBSITE	PHONE 1 PHONE 2	TOTAL CURRENT ENROLLMENT	FULL-TIME PART-TIME	TUITION	EMPLOYEES	1996 GRADS 1997 GRADS*	YEAR EST.	SENIOR NEVADA EXECUTIVE
REGIONALLY ACCREDITED COLLEGES AND UNIVERSITIES									
1	Community College of Southern Nevada (C.C.S.N.) 3200 E. Cheyenne Avenue, N. Las Vegas 89030 www.ccsn.nevada.edu	651-4491	37,300	10,600 26,700	\$38 / credit hour (resident)	1,470**	814 900	1971	Dr. Richard Moore
2	University of Nevada, Las Vegas 4505 S. Maryland Pkwy, Las Vegas 89154 www.unlv.edu	895-3011	19,683	9,855 9,828	\$66.50 / credit (undergrad) \$90.00 / credit (grad)	2,000	2,659 3,000	1957	Dr. Carol H. Harter
3	University of Nevada, Reno 1664 N. Virginia Street, Reno 89557 www.unr.edu	784-1110	12,000	DND DND	\$64 / credit (undergrad)	DND	DND 2,100	1874	Joe Crowley
4	Truckee Meadows Community College 7000 Dandini Boulevard, Reno 89512 http://www/scs.unr.edu/tmcc/	673-7000	10,000	1,500 8,500	\$38 / unit (residents)	550	N/A N/A	1971	John A. Richardson, Ph.D.
5	Continuing Education, C.C.S.N. 6375 W. Charleston, Las Vegas www.ccsn.nevada.edu	651-5790	7,000	0 7,000	\$90.00 / credit (grad) Varies (most classes less than \$100)	20	425 500	1980	Dr. Richard Moore
6	Great Basin College 1500 College Parkway, Elko 89801	753-2103	6,352	636 5,716	\$38 / unit	450	164 170	1967	Richard Jarvis
7	Institute for Business & Industry, C.C.S.N. 2409 Las Verdes, Las Vegas www.ccsn.nevada.edu	651-4295	5,000	0 5,000	Varies	12	N/A N/A	1980	Dr. Richard Moore
8	University of Phoenix, Nevada Campus 333 N. Rancho, Suite 300, Las Vegas 89106 jrjohnso.ora@mail.apollogrp.edu	876-5004	1,300	1,300 0	\$218 / credit (undergrad) \$241 / credit (grad)	30	40 131	1993	DND
9	Morrison College 140 Washington, Reno 89503 www.morrison.edu	323-4145	250	215 35	\$2,170 / term	DND	63 124	1902	DND
10	University of Nevada School of Medicine Savitt Medical Building 356, Reno 89557 2040 W. Charleston Blvd., Las Vegas 89102 www.unr.edu/med	784-8059 671-2230	205	205 0	\$7,265 / year (resident) \$21,292 / year (non-resident)	378	56 46	1969	Robert M. Daugherty, Jr., M.D., Ph.D.
BUSINESS, TRADE AND PROFESSIONAL TRAINING CENTERS									
1	Productivity Point International 5301 Longley Lane, #A7, Reno 89511 johnp@ppireno.com	829-8300	6,500	DND DND	\$45 / class	20	5,950 6,500	1990	Clara Andriola
2	Computer Skills Institute 1820 E. Sahara Avenue, Ste. 201, Las Vegas 89104	732-4900	650 (per mo.)	N/A 650	Varies	10	7,000 8,000	1975	DND
3	Sierra Nevada Job Corps Center 5005 Echo Avenue, Reno 89506	972-5627	600	N/A 600	N/A	240	493 490	1978	Dr. Paulette Hilton Robinson
4	Las Vegas College 3320 E. Flamingo Road, Suite 30, Las Vegas 89121	434-0486	350	325 25	\$131 / unit	50	68 100	1979	Bob McCart
5	Las Vegas School of Real Estate 3441 W. Sahara Avenue, Las Vegas 89102 www.snsore.com	364-2525	185	0 185	\$149 - \$349 / unit	9	1,725 1,600	1986	Mary Livingston
6	Academy of Medical Careers 5243 W. Charleston Blvd., Ste. 3, Las Vegas 89102	259-6263 800-399-6012	145	145 0	\$10 / hour (average)	15	55 100	1989	JoAnn Ferrera
7	Marinello School of Beauty 5000 E. Bonanza, Las Vegas 89110	431-6200	115	35 80	Varies per course	DND	70 90	1997	Bob Ramey
8	Prater Way College of Beauty 1627 Prater Way, Sparks 89431	355-6677	76	56 20	Varies per program: \$1,925 - \$5,650	6	75 60	1962	Rosemary D'Alessandro
9	National Bartenders School 3333 S. Maryland Pkwy, Suite 9, Las Vegas 89103	731-6499	45	45 0	DND	6	400 400	1994	Carol Logan
10	Career Choices 625 Margrave Drive, Suite 101, Reno 89502 nancyr@aci.net	826-8828	40	30 10	\$125 / class (average)	4	35 50	1988	Nancy Rumberg
11	Key Realty School 3420 E. Flamingo Road, Suite 4, Las Vegas 89121 www.key-realty.com	313-7000	35	20 15	\$300 / unit	4	350 450	1989	DND
12	ABC Real Estate School 222 S. Rainbow Blvd., Las Vegas 89128	256-2801	29	29 0	\$295 / unit	DND	DND DND	1997	Cindy Weber
13	C.D.F. Gaming Machine Repair School 1111 Grier Drive, Suite B, Las Vegas 89119	361-8994	15	15 0	\$2,995 / unit	8	75 75	1995	Randall Melton
13	Prestige Travel School 6175 Spring Mountain Road, Las Vegas, 89102 prestige@vegas.infi.net / www.prestige-amex.com	251-5552	15	0 15	\$1,695 / course	3	38 34	1991	Kathy Falkensammer, CTC
15	Nevada Jewelry Manufacturing School 953 E. Sahara Avenue, Ste B-27, Las Vegas 89104	735-4191	10	10 0	Varies per program: \$4,355 - \$9,900	DND	11 15	1988	DND
N/A	Center for Employment Training 520 Evans Avenue, Reno. 89512 cet@training.reno.nv.us	348-8668	DND	DND DND	DND	10	DND DND	1987	Marcel Fernando Schaeerer
N/A	License Information Service 120 Linden Street, Reno 89502 4410 S. Maryland Pkwy #17, Las Vegas 89119	827-4747 800-634-9004	DND	DND DND	DND	8	DND DND	1988	DND
N/A	Western Business Academy 1055 E. Tropicana, Suite 575, Las Vegas 89119	736-6789	DND	DND DND	\$275 / course	5	DND DND	1988	Tija Muntean
N/A	Academy of Travel & Tourism 1651 E. Sunset Road, Suite A107, Las Vegas 89119	361-0149	DND	DND DND	\$3,950 / course	4	DND DND	1991	Michael Williams
N/A	The Real Estate School 210 S. Sierra Street, Suite 100-B, Reno 89501	323-3888	DND	DND DND	\$10 / hour***	2	DND DND	1995	Bobbi Quinn
N/A	Career Advantage Training 1700 E. Desert Inn Rd., Ste. 304, Las Vegas 89109	796-1913	DND	DND DND	\$6,085 / course	DND	DND 10	1993	Darlien C. Breeze

DND = Did not disclose *Estimated **CCSN: Has 1,470 total employees, 780 are part-time faculty members. ***The Real Estate School provides continuing education classes for real estate licensees.

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Master-Planned Communities

Ranked by Total Number of Units at Site

RANK	FOUNDATION ADDRESS E-MAIL	PHONE	PRIMARY DEVELOPER(S) LOCATION OF COMMUNITY	TOTAL UNITS % COMPLETE	GOLF	PLAYGROUND	EXERCISE	TENNIS	WALKING TRAILS	HOMOWNERS ASSN.	SWIMMING POOLS	SCHOOLS	GATED/SECURITY	CLUB HOUSE	RETAIL	PRICE RANGE (000)
																YEAR FIRST HOME CLOSED
1	Summerlin 1645 Village Center Circle, Ste. B, LV 89134 summerlin.com	791-4300	The Howard Hughes Corporation Las Vegas	57,500 19%	•	•	•	•	•	•	•	•	•	•	•	\$175 - \$1,000 1991
2	Green Valley 901 N. Green Valley Pkwy, Ste. 200, Henderson 89014	458-8855	American Nevada Corporation Henderson	35,000 84%	•	•	•	•	•	•	•	•	•	•	•	\$150 - \$200 1992
3	Sun City Summerlin** 9555 Del Webb Blvd., Las Vegas 89134 delwebb.com	363-2111	Del Webb Corporation Las Vegas	6,500 85%	•	•	•	•	•	•	•	•	•	•	•	\$125 - \$255 1989
4	Green Valley Ranch 901 N. Green Valley Pkwy, Henderson 89014	458-8855	American Nevada Corporation Henderson	4,800 40%	•	•	•	•	•	•	•	•	•	•	•	\$112 - \$200 1993
5	Seven Hills 901 N. Green Valley Pkwy, Henderson 89014	458-8855	American Nevada Corp., Forest City Enterprises, Terry Johnston Henderson	3,600 15%	•	•	•	•	•	•	•	•	•	•	•	\$120 - \$300 1996
6	Desert Shores 2500 Regatta Drive, Las Vegas 89128 dsca2500@aol.com	254-1020	RA Homes Las Vegas	3,100 98%	•	•	•	•	•	•	•	•	•	•	•	\$120 - \$1,800 1989
7	Double Diamond Ranch 800 S. Meadows Pkwy, Suite 100, Reno 89511 www.doublediamondhomes.com	850-4200	Double Diamond Homes, LLC Reno	3,000 20%	•	•	•	•	•	•	•	•	•	•	•	\$120 - \$250 1996
8	Wingfield Springs 7755 Spanish Springs Road, Sparks 89436 www.wingfieldsprings.com	626-6500	Loeb Enterprises, LLC Sparks	2,242 35%	•	•	•	•	•	•	•	•	•	•	•	\$125 - \$1,000 1996
9	Spring Mountain Ranch 500 N. Rainbow Blvd., Suite 314, LV 89107	878-1213	Southwest Communities, Inc. Las Vegas	1,684 0%	•	•	•	•	•	•	•	•	•	•	•	\$80 - \$250 1988
10	Spanish Trail 6767 W. Tropicana, Las Vegas 89103	367-1733	Spanish Trail Associates Las Vegas	1,283 100%	•	•	•	•	•	•	•	•	•	•	•	\$80 - \$1,500 1982
11	Elkhorn Springs 1661 S. Rainbow Blvd., Las Vegas 89102 www.watthomes.com	256-2323	Watt Homes Las Vegas	1,200 40%	•	•	•	•	•	•	•	•	•	•	•	\$80 - \$200 1995
12	Sun City MacDonald Ranch** 9555 Del Webb Blvd., Las Vegas 89134 delwebb.com	363-2111	Del Webb Corporation Henderson	700 25%	•	•	•	•	•	•	•	•	•	•	•	\$105 - \$185 1996
13	St. James's Village* 4100 Joy Lake Road, Reno 89511	849-9070	St. James's Village, Inc. Reno	522 3%	•	•	•	•	•	•	•	•	•	•	•	\$85 - \$559 1996
14	Montreux* 16475 Bordeaux Drive, Reno 89511	849-9444 888-566-9444	Montreux Partners, Ltd. Reno	500 N/A	•	•	•	•	•	•	•	•	•	•	•	\$150 - \$600 N/A
15	Lake Las Vegas Resort* 1605 Lake Las Vegas Pkwy, Henderson 89014 www.lakelasvegas.com	565-7400	Transcontinental Properties, Inc. Henderson	400 N/A	•	•	•	•	•	•	•	•	•	•	•	\$225 - \$2,000 1993
16	Spring Valley Ranch 6120 W. Tropicana Ave., Ste. A-16/229, LV 89103 sales@charteredhomes.com	873-3994	Chartered Homes Las Vegas	300 80%	•	•	•	•	•	•	•	•	•	•	•	\$80 - \$204 1996
17	Southfork 412 Presque Isle, Henderson 89014	896-3600	Development of Presque Homes	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$100 - \$236 1985
18	Saddlehorn 16475 Bordeaux Drive, Reno 89511	849-9790	Saddlehorn Homes Reno	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$100 - \$650 1988
19	Queensridge 9999 W. Charleston Blvd., Las Vegas 89117	254-2888	Queensridge Homes Las Vegas	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$100 - \$400 1988
20	Job's Peak Ranch* Box 2410, Minden 89423 www.jpranch.com / jpranch@nanosecond.com	725-2100	Job's Peak Ranch Minden	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$105 - \$450 1987
21	Lightning W. Ranch 19 Lightning W. Ranch Rd., Franktown 89704	888-8888	Lightning W. Ranch Franktown	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$100 - \$1,000 1988
22	Claridge Pointe -- On the Greens 100 Platinum Pointe Way, Reno 89506	849-9790	Claridge Pointe Reno	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$100 - \$150 1988
23	Arrow Creek 3939 S. McCarran Blvd., Reno 89502 spa@accutek.com	849-9790	Arrow Creek Reno	300 100%	•	•	•	•	•	•	•	•	•	•	•	\$100 - \$250 1987

DND = Did not disclose



Third Annual **CRIMEWATCH 3** *expo*

**Hosted by KVBC News Anchor Gwen Castaldi, Sunday, September 21, 1997
Riviera Hotel Convention Center, 10 am - 4 pm**

Your company should be represented...Call Channel 3 Today!

Las year's event was attended by over 10,000 people. This event focuses on how to protect your family from crime and related concerns. Families especially enjoy the event as it provides opportunities for children to meet fire and police officials in a friendly educational setting. Kids climb on fire trucks, police cars, and sit in the channel 3 helicopter while meeting the Henderson Police Department's K-9 Unit and McGruff the Crime Dog.



If you have a product, service or message relating to crime prevention, safety, or safety education, Saturn of West Sahara and Saturn of Henderson and Channel 3 invite you to participate in the third annual CRIMEWATCH 3 EXPO. Appropriate product and service categories include, but are not limited to: Senior Services, Child Safety, Crime Prevention, Insurance and Financial, Cellular Telephone Services, Automobile Safety, Home Security, Self-Defense, and all non-profit enterprises.

For more information please contact Jeanie White at Channel 3, 657-3253.



**OR WRITE TO:
CRIMEWATCH 3 EXPO / JEANIE WHITE
P.O. BOX 44169
LAS VEGAS, NV 89116**



Commercial Property Management Firms

Ranked by Total Square Feet in Management Portfolio

RANK	COMMERCIAL PROPERTY MANAGEMENT FIRM ADDRESS	PHONE 1 PHONE 2	TOTAL SQ. FEET (000) NV EMPUS.	CURRENT NEVADA PROPERTIES	SERVICES	RATIO (%)			SENIOR NV EXEC. HEADQUARTERS
						OFFICE	INDUSTRIAL	RETAIL	
1	Dermody Properties 1200 Financial Blvd., Reno 8950 1900 E. Flamingo Road, Suite 154, LV 89119 marketing@dermody.com	858-8080 794-0000	13,500 31	Sage Point Business Park, Silver Lake Business Park, Dermody Business Park, Dermody Commercial Center	Development, Leasing, Property Management	3	95	2	Michael C. Dermody Reno, NV
2	CB Commercial Real Estate Group 1900 E. Flamingo Road, Suite 180, LV 89119 5190 Neil Road, Reno 89502	369-4800 829-5986	5,825 20	Greystone, Brookhollow, Clark Building, Cameron Commerce Center, Westland Fair	Office, Industrial, Retail	22	47	32	Vicki Lehr (Las Vegas) & Marcus Clark (Reno) Los Angeles, CA
3	Trammell Crow Company 990 East Greg Street, Sparks 89431	356-6118	3,500 10	Vista Dist. Ctr., Sparks Business Ctr., Sierra Commerce Park, Southwest Commerce Ctr.	Property Management, Leasing, Development, Construction Mgmt.	0	98	2	Christopher J. Nelson Dallas, TX
4	Trainor & Associates 357 Mary Street, Reno 89509	356-5300	2,000 4	Greg Center, Greg Park, 655-1095 Spice Island's Drive	Development, Management, Brokerage, Consulting	0	100	0	Jack Trainor Reno, NV
5	The Equity Group 2300 W. Sahara Avenue, LV 89102	796-5500	1,700 8	Rainbow Promenade, Spring Valley Town Ctr., Valley Oaks, Ocotillo Plaza, Summerhill Plaza	Full Service Property Mgmt., Leasing, Construction Supervision, Marketing	3	9	88	Marna Rondeau Las Vegas, NV
6	Security Capital Industrial Trust 3555 West Reno Avenue, Suite F, LV 89118	891-9292	1,449 3	Las Vegas Corp. Ctr., Westone Business Ctr., Black Mtn. Corp. Ctr., Trimm (Hughes Airport Ctr)	Property Management, Leasing, Marketing, Build-to-Suit	0	100	0	Steven O. Spaulding Aurora, CO
7	Palms Business Centers 3137 W. Tompkins Avenue, LV 89103	367-3000	1,400 15	Palm Business Centers: III, IV, North and South, Post Palms Business Center, Palms Airport Center	Construction, Marketing, Management	25	70	5	Lee W. Phelps Santa Ana, CA
8	American Nevada Corporation* 901 N. Green Valley Pkwy, Henderson 89014	263-4963	1,200 100	Green Valley Corporate Center, Town Center, Plaza and Commerce Center, Pebble Marketplace	DND	30	0	34	Erik A. Traub Henderson, NV
9	RPL Group 6151 Lakeside Drive, Suite 1000, Reno 89511 2764 Lake Sahara Drive, Suite 115, LV 89117	825-4000 794-4000	1,000 120	Sierra Executive Center, Saint Mary's Medical, Paradise Plaza, Stanford Freeport Industrial Center, Magnolia Lakeside Office Plaza	Industrial, Retail, Commercial, Medical, Brokerage, Property/Constr. Mgmt.	33	33	33	Theodore R. Stoeber, Sr. CPM Reno, NV
10	Stuart Mixer Asset Management, Inc. 3800 Howard Hughes Pkwy, Ste. 1220, LV 89109	735-2009	956 4	Patrick Commerce Center, Sunrise Marketplace, City Center West, Blackstone Station	Rent Collection, Service Procurement, Tenant Relations, Construction Mgmt.	30	40	30	Marge Landry Las Vegas, NV
11	Commercial Specialists 2320 Paseo Del Prado, Suite 207, LV 89102 commercialspecialists@msn.com	364-0909	904 8	Pioneer Plaza, Winchester Plaza, Arville Industrial Park, Camelot Center, Franklin Plaza	Leasing, Management, Brokerage, Consulting	35	46	19	Kevin J. Donahoe, CSM Las Vegas, NV
12	Transwestern Property Company 2800 West Sahara Avenue, Suite 78, LV 89102	731-1551	800	The Plaza, Highland Industrial Center, Flamingo Exec. Park, Belmont Square, Silverado Business Pk.	Leasing, Management, Development, Dispositions/Sales	40	40	20	Renee Ryan-Thraikill Dallas, TX
13	Fleming Properties, Inc. AMO PO Box 5216, Reno 89513	673-5500	765 9	Coronado Pointe, Iron Horse, Spice Island Commercial Center, Stardust Plaza	Management, Leasing, Maintenance, Sales	20	40	40	Glenn E. Fleming, CPM Reno/Sparks, NV
14	Grubb & Ellis/Nevada Commercial Group 1755 E. Plumb Lane, Suite 167, Reno 89502	786-6622	650 4	Silver State Plaza, Ridgeview Plaza, Airport Plaza Office Complex, Liberty Center Office Complex	Retail, Office, Industrial Sales/Leasing, Investment Sales, Management	28	30	69	John Pinjuv Reno, NV
15	KSK Property Management 5265 E. Tropicana Avenue, Suite 1E, LV 89131	451-1911	631 DND	Sahara Retail Center, Pecos-Tropicana Centre	DND	0	0	100	Christine M. Lovering Las Vegas, NV
16	American Management Company 2980 Meade Avenue, LV 89102	362-4042	627 9	Sahara Rainbow Center, Highland Industrial Park, Spanish Office Shopping Center, Twain Plaza	Leasing, Management, Brokerage, Development	8	54	38	Leonard Rosenstein, CPM Las Vegas, NV
17	College Park Realty Co. 2039 E. Lake Mead Blvd., N. LV 89030	642-8645	572 5	College Park Center, Civic Center Plaza, Francisco Centre, Plaza De Vegas	Commercial Brokerage, Land Sales, Commercial Property Management	0	0	100	Ben Penn N. Las Vegas, NV
18	Gaston & Wilkerson Management Group 3500 Lakeside Court, Suite 150, Reno 89509	828-1911	518 11	Elm Street Medical Plaza, Reno Business Park, Lakeridge Plaza Office Complex	Prop. Mgmt., Computerized Accting, Full Service Maint, Brokerage	67	12	21	Richard S. Gaston, CPM Reno, NV
19	Fong & Associates 1553 N. Decatur Blvd., LV 89108	646-5711	500 6	Sprint Nevada Headquarters, Wells Fargo Bank Downtown Bldg., Albertson's/South Shores Ctr.	Commercial Property Management, Leasing	65	0	35	Wing Fong Las Vegas, NV
19	Cornerstone Company 820 Rancho Lane, Suite 85, LV 89103	383-3033	500 9	Bridger Law Bldg., Norwest Plaza, Las Vegas Tech. Ctr., The Shoppes, State of NV Child Support Bldg	Inspections/Maint., Collections, A/R, A/P, Contract Svc., Tenant Screening	75	15	10	DND Las Vegas, NV
21	Equus Management Corp. 3400 W. Desert Inn Road, Suite 24, LV 89102	221-8226	427 8	600 Whitney Ranch, 1919 S. Jones, 3400 W. Desert Inn Road	Property Management, Leasing, Brokerage	20	70	10	Frank P. Gatski, CPM Las Vegas, NV
22	Hallmark Investments & Management 3100 Mill Street, Suite 204, Reno 89502	786-8488	400 9	Executive Plaza Office Co., Financial Plaza, Virginia Lake Office Park, Pyramid Prof. Center	Mgmt., Sales & Leasing, Full Property Mgmt., Commercial Investments	87	10	3	Mark C. Hallenbeck Reno, NV
23	Westmark Commercial Group 3737 Pecos McLeod, Suite 101, LV	458-2911	365 5	Pavilion at Commercial Ctr., Spring Mtn-Jones Ctr., Charland Ctr., Decatur Washington Ctr.	Full Service Management, Leasing, Consulting	7	0	93	Elmore Bacon Las Vegas, NV
24	H&L Realty & Management Company PO Box 7440, LV 89125	385-5611	320 18	720 Professional Building, Flamingo Fountains, New Orleans Square, Cameron Hacienda	Property Mgmt., Commercial Leasing, Commercial/Residential Sales, Consult.	60	20	20	Barbara Holland, CPM Las Vegas, NV
25	Premier Properties 255 W. Moana, Suite 108, Reno 89509	828-3380	226 10	Atrium Office Bldg., Carson City Square Shop Ctr., Peckham Corners Strip Ctr., 864-900 Dering Way	Brokerage Sales, Management, Leasing	19	30	51	Mary A. Holman, CPM, CCI Reno, NV
26	Pinnacle Realty Management Co. 4120 S. Decatur, Suite D-5, LV 89103	362-6444	200 DND	Festival Professional Park, Santa De La Paz Shops, Sun Valley Plaza	Property Management, Leasing, Brokerage	50	0	50	Dennis Cornelison Seattle, WA
27	Lehua Enterprises 2110 East Flamingo Road, Suite 306, LV 89119	796-8003	150 20	Park Flamingo East, Weston Place, Riviera Ranch Apartments	DND	100	0	0	Rhonda Panciro Las Vegas, NV
28	Cambridge Group Ltd. 5160 S. Eastern Avenue, Suite A, LV 89119	795-7900	137 5	Gold's Plaza, Janita Plaza	Property Mgmt., Commercial Leasing & Sales, Development Consultant	0	0	100	John Lomeo Las Vegas, NV
29	Familian Realty Group 3021 S. Valley View Blvd. #112, LV 89102 famdev@familiandev.com	227-9267	130 1	Valley View Business Park, Arville Street Business Center, Procyon Business Center	All	0	100	0	Bruce Familian Las Vegas, NV
30	Griswold Real Estate Management 4660 S. Eastern Avenue, Suite 205, LV 89119	434-5890	36 6	Paradise Professional Plaza	DND	100	0	0	Donna L. Barber, CPM San Diego, CA
N/A	Okuba Real Estate 1601 E. Flamingo Road, Suite 18, LV 89120	893-8948	DND DND	DND	Commercial/Residential Prop. Mgmt., Financial, Budgeting, Proforms	21	0	79	Sandra Taylor San Francisco, CA

DND = Did not disclose * American Nevada Corporation: Manages 36% multi-family/hotel

BOOK OF LISTS 9-97 Note: The above information was supplied by representatives of the listed companies in response to faxed survey forms. Companies not appearing did not respond. To the best of our knowledge, the information is accurate as of press time. While every effort is made to ensure accuracy and thoroughness, errors and omissions do occur. Send corrections or additions on company letterhead to TopRank Nevada Statewide Book of Lists, Research Dept., 2127 Paradise Rd., LV, NV 89102



Kathy Maynor

Pioneer Citizens Bank announced the addition of four new assistant vice presidents and an investment specialist. **Kathy Maynor** has been named assistant vice president and real estate loan officer. She has more than 14 years of banking experience, most recently as a loan officer with American Bank of Commerce.



Lori Haney

Lori Haney has joined Pioneer as assistant vice president and manager for the Carson City branch. Formerly with Wells Fargo bank, Haney has over ten years' experience in sales and operations.



Robert Evans

The bank also hired **Robert Evans** and **Kristine Olsen** as assistant vice presidents and commercial officers. Evans brings more than 15 years of experience to his new position and Olsen has over 25 years of banking experience.



Kristine Olsen

Olsen has over 25 years of banking experience. **Craig Jakobiak**, an investment specialist for Pioneer's Security Investment Services, is now based at the Spring Mountain branch.



Craig Jakobiak

The **Nevada Bankers Association** has elected new officers. **Dianne Torrey**, senior vice president of U.S. Bank is the organization's new president. **Larry Woodrum**, president and CEO of BankWest is president-elect and **Mary Ganzel**, vice president of Heritage Bank will serve as treasurer.

Margaret Maul, a certified financial planner, recently opened **Maul Capital Management**, the largest female-owned



Margaret Maul

investment company in Las Vegas. Maul Capital's staff of financial planners and investment advisors previously operated as Maul Financial within Prudential Securities. Maul, president and CEO of the new company, was senior vice president of investments at Prudential for 13 years and managed more than \$150 million of investments for her clients.



Peggy O'Connell

American Nevada Corporation has hired **Peggy O'Connell** as its new director of community marketing for residential properties.



Kris Clements

A 20-year veteran in her field, O'Connell's responsibilities will include marketing, advertising and public relations. The company also announced the promotion of **Kris Clements** to director of realtor relations. Clements, formerly marketing coordinator, has been with American Nevada for four years.



Klif Andrews

Pardee Construction Company has named **Klif Andrews** to project manager for Las Vegas. Andrews brings ten years of real estate development and construction experience to his

new position. He was most recently a project manager at TriMark Development Company.

Robert Dickerson was recently installed as the president of the **Nevada State Bar Association**. The native Las Vegas is a 21-year member of the Nevada State Bar and will serve as the association's 74th president. A senior partner for Dickerson Dickerson Consul & Pocker, he has

served as assistant United States attorney, a deputy public defender for Clark County and was an associate law clerk to a U.S. district judge.



Jon Jagers

The **Las Vegas Hilton** has promoted **Jon Jagers** to senior vice president, casino operations. Jagers, who has worked in gaming and marketing for 25 years, will oversee all aspects of gaming operations.

Judy Chappell recently joined **Outback Media** as a media coordinator. Formerly, with Stations Casinos, Inc. Advertising as media assistant and at The Five Star Group, Chappell is experienced in all forms of media.



Tom Carroll

Forum Construction Management, Inc. of Reno has named **Tom Carroll** as its new partner. Carroll was the construction manager for two major Reno development projects – the new 800-room tower at John

Ascauga's Nugget and Eldorado Hotel Casino's recently completed showroom. Carroll was formerly with Hutton Development in Costa Mesa, Calif. and was vice president of operations for Schneider Inc., a \$500 million construction company based in Pittsburgh, Pa.

The **University and Community College System of Nevada (UCCSN)** Board of Regents recently approved the selection of **Thomas Ray** as general counsel. Ray will be the head legal counselor to the Board of Regents and Chancellor's office; handle general litigation involving the UCCSN; and serve in an advisory function for all UCCSN institutions. Formerly with the Attorney General's office, Ray has practiced law in Nevada for almost two decades.



Ron Coury

Nevada First Bank, a newly formed local bank in organization, has named **Ron Coury** to its board of directors. Coury is an owner of several Southern Nevada businesses and is a licensed real estate salesman.

Frances Curns has been named executive director of **Saint Mary's High Sierra Medical Group**. Curns has more than 21 years of experience and was most recently the administrator for a family practice group with HOAG Health Systems in Newport Beach, Calif. She will be operationally responsible for the 22-physician primary care group.

Jan Hansen has joined **Norwest Bank Nevada** as vice president/investment manager and trust manager. She will be responsible for developing and managing the personal trust and investment management business statewide. Hansen began her career with Norwest in 1987 as the assistant vice president and account manager for Norwest Bank Minnesota.



Greg Morrell

Greg Morrell has been named president of **Lee & Associates Commercial Real Estate Services**, Las Vegas. Morrell replaces **Judy Woodyard** who managed the growth of the company from a two-man operation to a \$100 million company in less than five years. According to Woodyard, the office has grown to a size that requires a full-time upper management commitment, which will allow Lee & Associates' top brokers to focus on client service and new project development. Woodyard will maintain shareholder status and concentrate on her brokerage commitments. Morrell, who has almost two decades of experience, will oversee all internal operations of the Las Vegas office.

R&R Advertising recently announced the promotion of four public relations employees in the agency's Las Vegas office. **Nancy Katz**, and **Howard Stutz** have been promoted to senior account supervisors; **Tom Bradley** has been elevated to senior account manager and **Vicki Soares** has been promoted to account manager.



Kathy Kent

Sparks native **Kathy Kent** has been named manager of **Comstock Bank's** new Sparks branch. She is currently manager at the bank's corporate headquarters in Reno. Prior to joining Comstock last year, Kent was with PriMerit Bank for 15 years.



Dale Erquiaga

The Howard Hughes Corporation announced the appointment of **Dale Erquiaga** to the position of director of communications. Erquiaga will act as a liaison with the media and community leaders, coordinate public relations activities, and direct internal and external publications. He joins the company after four years as Nevada's chief deputy secretary of state. The Howard



Stewart Gibbons

Hughes Corporation also appointed **Stewart Gibbons** to the position of vice president of marketing and builder relations for the Summerlin Division. Gibbons has 25 years' experience in the real estate development, most recently as a land development consultant for Perry Homes in Houston, Texas.

Christine Peterson, M.D. has joined **Sierra Health Services, Inc.** as chief medical officer. Peterson will be responsible for all of the company's medical operations, including its health maintenance

organization, multi-specialty medical group and insurance subsidiaries. With almost two decades of healthcare management experience, she was most recently with the Prudential Healthcare Group.

Levi Strauss & Co. has named **Tim McCubbin** the new director of the Henderson and Sky Harbor Customer Service Centers. McCubbin has been with Levi Strauss' product-distribution for a number of years and was most recently general manager of the Fife Customer Service Center in Washington, which serves as a distribution facility for Levi.

John Stillings has been promoted to executive vice president and chief credit officer of **Nevada State Bank**. In his new position, Stillings will be responsible for commercial lending and the supervision, coordination and policy development of all loans offered by the bank.



Frederick Conte

Frederick Conte, chief operating officer of Preferred Equities Corporation has been elected to the board of directors of the **American Resort Development Association (ARDA)**. Headquartered in Washington, D.C., ARDA's membership includes vacation ownership developments, outdoor campgrounds and resort communities throughout the world. The organization is the industry's leading trade association with more than 850 membership companies that are involved in over 4,100 resorts in 87 countries.

U.S. Bank has named **Jane Reagan** assistant vice president and manager of human resource services in Nevada. With almost a decade of human resources experience, Reagan will manage, coordinate and facilitate all human resource activities within the state. She transferred to Nevada from U.S. Bank in Idaho, where she held a variety of positions since 1985.

Continued on page 96

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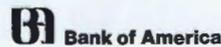
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Working Capital
Cash Management Services





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Equipment Term Loans
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Area Businesses Support American Heart Walk

The Las Vegas American Heart Association has signed a number of area businesses to organize company teams for participation in the American Heart Walk on Saturday, October 4th at Paradise Park in Las Vegas. The local event is one of over 1,000 locations nationwide that will hold the 5K walk for the purpose of raising money to support the American Heart Association's research and education programs. Those interested in forming a corporate walk team should call the American Heart Association in Las Vegas.

Nevada continues to lead nation in job growth

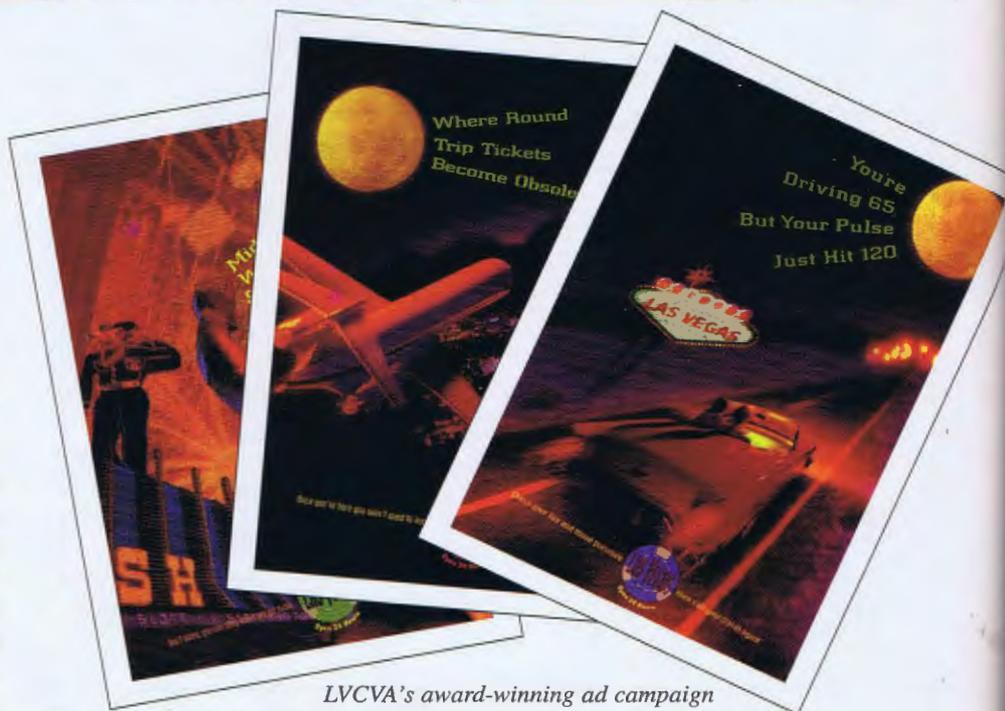
Nevada continues to create new jobs faster than any other state, according to the most recent edition of the Western Blue Chip Forecast. The state's job growth rate for the 12-month period, which ended April 1997, was 6.7 percent compared to the national average of 2.3 percent.

Sierra Pacific Resources reports increase in quarterly earnings

Sierra Pacific Resources recently reported net income of \$15.5 million for common stock for the quarter ended June 10, 1997 compared to \$14.8 million for the same period last year. Earnings growth was attributed to increased energy sales and continued cost management by Sierra Pacific Power Company, the company's principal subsidiary.

Nevada unemployment rate slightly up

Nevada's seasonally adjusted unemployment rate ticked up one-tenth of a percentage point to 4.5 percent in June, perpetuating the state's low unemployment trend yet another month. According to the Department of Employment, Training and Rehabilitation, the state's unemployment rate continues to be low, stable and well below the national rate.



LVCVA's award-winning ad campaign

LVCVA campaign wins regional advertising award

The Las Vegas Convention and Visitors Authority's "Las Vegas. Open 24 Hours" advertising campaign, pictured above, recently earned a Regional Addy Award from District 15 of the American Advertising Federation. The campaign, created and produced by R&R Advertising of Las Vegas, was one of the first from Las Vegas ever presented with an award in District 15 competition which comprises Southern Nevada and much of Southern California.

SHS receives motor vehicle prevention grant

Sierra Health Services, Inc. recently became one of three healthcare companies in the nation to receive a \$60,000 grant to participate in the National Highway and Traffic Safety Administration's (NHTSA) three-year Safe Communities project, an initiative to help prevent motor vehicle injuries. NHTSA is working with the American Association of Health Plans to build a comprehensive injury control program. The project marks the first time such programs have been initiated through health maintenance organizations.

Airport parking construction impacts economy by \$57 million

A study compiled by the University of Nevada-Reno economics department estimated the recently completed parking

garage at the Reno/Tahoe International Airport has an economic impact of \$57 million. According to the study, the \$31 million construction project generated approximately 750 jobs and \$26,164,339 in wages of households employed by all industries in Northern Nevada.

New businesses on the rise in Reno

The greater Reno/Sparks economy is realizing a substantial increase in new business expansions and relocations over previous years according to Ken Lynn, president of the Economic Development Authority of Western Nevada. In a recent board of trustees meeting, Lynn reported the organizations' 1997 business activity level was operating at or above 250 percent of the level in 1996. He noted that the growth in the greater Reno/Sparks area to 300,000 has been a positive influence on companies considering locating in Northern Nevada.

Sheshunoff gives BankWest high marks

BankWest of Nevada has been named among Sheshunoff's highest rated banks and S&Ls for 1996. The rating was based on performance ratios for capital adequacy, asset quality, earnings and liquidity. The bank opened in May of 1994 with \$8 million in assets and has increased that number to more than \$185 million.

AT&T Wireless announces Internet messaging service

Messages can now be sent to AT&T Wireless Services customers through the internet and e-mail. The new service leverages the power of the Internet to deliver quick, concise communications to AT&T Digital PCS and AT&T paging customers by using the company's web messaging center. Digital PCS customers must have text messaging activated on their phones in order to receive the messages.

Columbia Sunrise Hospital adds separate Level II neonatal unit

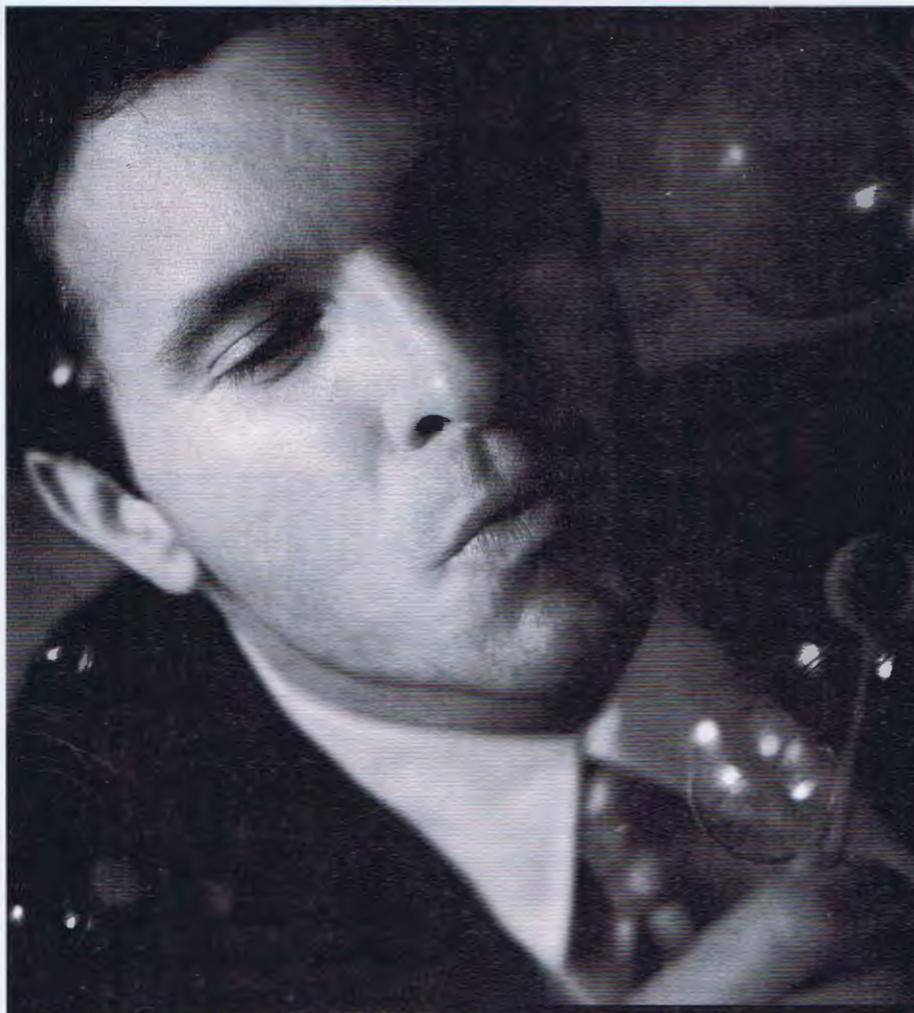
Columbia Sunrise Hospital recently opened its first separate Level II Neonatal Intensive Care Unit. The 10-bed intermediate care unit focuses on the development of newborns who need monitoring but do not require the same intensity of medical care as infants in the Level III nursery. Columbia Sunrise is the only hospital in Nevada to provide separate Level II and Level III neonatal intensive care units.

First Security Bank opens new branch

First Security Bank of Nevada (FSBN) recently opened a branch in southwest Las Vegas, increasing the financial institutions' total number of active branches in Southern Nevada to nine. The bank, with \$14.4 billion in assets, plans to open its tenth branch near Summerlin's Town Center Drive next year. A Green Valley branch is also in the planning stages.

Document management firm opens in Reno

RACOM Information Technologies, a supplier of services and products for image management, is now open in Reno. The 51-year old New Orleans-based company provides digital image systems, microfilming, scanning, CD-ROM, C.A.R. systems, hybrid systems, data processing, hard copy prints and micrographic equipment and supplies. RAMCOM also designs, implements and supports hundreds of systems for the retrieval and distribution of information. 



you believe that play is just as important as work. That your kids really can grow up to be anything they choose, and that business should not come between you and the health care you deserve. **your doctor** believes in the power of medicine, that regular checkups save lives, and that business should not come between you and the health care you deserve. **and PacifiCare** believes it's time health care got healthy again. So we give doctors the support they need to do what they do best: practice quality medicine. 

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Continued from page 90

Nevada State Assemblyman **Dario Herrera** has been named vice president at **Quillin & Co. Advertising**. Herrera recently completed his first term as an assemblyman and was formerly an administrator for the Community College of Southern Nevada.

Silver State Bank recently appointed **Jeannie Bechnell** as business development officer. With almost 15 years of banking experience, Bechnell will be responsible for implementing marketing and business development strategies for the Henderson bank.



Scott Middleton

Del Webb's Sun Cities named **Scott Middleton** as vice president of finance for its Las Vegas-area Sun Cities. He will oversee the finance operations for Sun City Summerlin in Las Vegas and Sun City MacDonald Ranch in Henderson. Middleton, a certified public accountant, has been with Del Webb since 1994.

Andrea Wellborn has joined the team of marketing and advertising account executives at **MAR.T.G. & Associates**. Prior to joining the full-service agency, Wellborn worked as a senior account executive at Wick Communications.



Kristina Rauch

NEXLINK Nevada, a Southern Nevada communications company, has hired **Kristina Rauch** as its manager of marketing. Previously with AT&T Wireless Services, her new responsibilities include overseeing the company's marketing efforts and directing its advertising and public relations campaigns.

Kelly Gamble has joined **Rose Cottage** as director of health services where she will oversee the 24-hour caregiver staff,

and supervise the pharmaceutical needs of the community's residents. The assisted living facility opened in February and offers an alternative to the traditional nursing home.



Beth Schwartz

Kohler Sperberg & Rivera Advertising (KSR) announced that **Beth Schwartz** has joined the firm as public relations coordinator. Prior to joining KSR, Schwartz co-managed the national Black & Decker public relations account in Baltimore, Md.



Liz Young

Nevada Business Journal president, Stephen Brock announced the addition of **Liz Young** to its sales staff. Young will serve as a marketing representative and be responsible for providing service to many of the magazine's advertisers. Prior to joining the publication, Young was involved in recruitment and placement for computer training schools. She is a recent graduate of Leadership Las Vegas and holds a master's degree from Colorado State University.



Jeffrey Ortwein



Daniel Siciliano



David Winiarczyk

Deloitte & Touche recently announced the promotion of **Jeffrey Ortwein** to audit partner and **Daniel Siciliano** and **David Winiarczyk** as audit managers. Ortwein has more than 11 years' experience in public accounting in a wide variety of industries. Siciliano has been in the industry for over four years and Winiarczyk has more than seven years' experience. ❀



MOVING
TO
NEVADA

The following companies have recently located to Nevada.

Nevada Development Authority reports:

ACS Inc. is a manufacturer of cement molds. The company has established a 50,000-square-foot facility in Boulder City that will employ 20.

Avista Advantage, Inc. has established a facility for energy services and new product development. The company will employ six people.

Daven Products Co., a manufacturer of doors and trim, is establishing a 29,000-square-foot facility. The company will employ up to 25.

Geo. M. Raymond Group, manufacturer of drywall products, has established a 20,000-square-foot facility and will employ 20.

Promark Bindery has located in the Gibson Business Park in Henderson and will employ 20 workers.

Precisionaire, which manufactures air filters, has opened a 100,000-square-foot facility in Henderson. The company will employ 100.

Purcell Tire & Rubber Company is establishing a 70,000-square-foot recapping operation for truck tires. The company will employ 75.

Economic Development Authority of Western Nevada reports:

UPS Worldwide Logistics, a subsidiary of United Parcel Service, is announcing plans to open a distribution center in Fernley. The company is expected to employ more than 150 people at the center. ❀

BUSINESS INDICATORS

ANALYSIS

Nevada's gaming economy picked up in May 1997, recording a growth rate of 9.57 percent over the same month a year ago. Clark County posted a substantial increase of 11.56 percent, a marked gain over previous months. Washoe County's gaming revenue grew at a more modest rate of 4.34 percent. Coming after months of slower growth, these jumps in activity offer some assurances of the economic vitality of the Silver State's current expansion.

Nevada taxable sales, having benefitted from increased construction and retail activity, posted gains of 6.52 percent for April. Not surprisingly, strength in taxable sales has been accompanied by favorable labor market conditions – an unemployment rate of 4.1 percent for May.

National economic indicators remain favorable. Inflation, as measured by the Consumer Price Index, grew at a modest 2.23 percent annual change from a year ago and the unemployment rate is at 5.0 percent on a seasonally-adjusted basis. Corporate profits have been especially favorable during this expansion, pushing stock market indicators to new highs. With optimistic conditions prevailing, the question is: Will the Fed raise interest rates again in 1997? In making this decision, the Fed will focus again on its estimate of what is the national non-inflation growth rate.

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

	DATE	LATEST PERIOD	PREVIOUS PERIOD	YEAR AGO	YEARLY % CHG
UNEMPLOYMENT					
Nevada	5/97	4.1	4.3	5.1	-19.61
Las Vegas MSA	5/97	4.1	4.1	5.2	-21.15
Reno MSA	5/97	3.7	4.1	4.7	-21.28
U.S.	6/97	5.0	4.8	5.3	-5.66

RETAIL ACTIVITY					
Nevada Taxable Sales (\$ 000)	4/97	2,009,872	2,167,756	1,886,860	6.52
Clark County	4/97	1,381,385	1,478,287	1,280,583	7.87
Washoe County	4/97	336,238	375,571	313,548	7.24
U.S. Retail Sales (\$ MILLION)	5/97	210,296	210,521	203,865	3.15

GROSS GAMING REVENUE					
Nevada (\$ 000)	5/97	682,600	635,951	622,985	9.57
Clark County	5/97	537,518	501,557	481,838	11.56
Washoe County	5/97	89,516	83,625	85,796	4.34

CONSTRUCTION ACTIVITY					
Las Vegas Area Permits					
New Residences	2Q97	5,640	4,700	5,505	2.45
New Commercial	2Q97	360	350	318	13.21
Reno Area Permits					
New Residences	1Q97	453	644	657	-31.05
New Commercial	4Q96	80	82	52	53.85
U.S.					
Housing Starts (000)	5/97	1,397	1,468	1,476	-5.35
Total Construction (\$ BILLION)	5/97	585.0	595.7	562.3	4.04

HOUSING SALES					
Las Vegas Area					
Average Sales Price ⁽¹⁾	1Q97	138,851	141,625	140,638	-1.27
Average Cost \$/Sq. Ft.	1Q97	75.20	75.69	79.3	-5.17
Average Mortgage Rate ⁽²⁾	1Q97	7.90	7.80	7.43	6.33
Washoe County					
Average Sales Price ⁽¹⁾	3Q-4Q94	178,711	168,199	170,325	4.92
Average Cost \$/Sq. Ft.	3Q-4Q94	95.55	92.67	96.88	-1.37
Average Mortgage Rate ⁽²⁾	3Q-4Q94	9.10	7.90	7.20	26.39
U.S. Home Sales (000)	5/97	825	770	732	12.70

TRANSPORTATION					
Total Passengers ⁽³⁾					
McCarran Int. Airport, LV	1Q97	7,686,377	7,516,282	7,544,801	1.88
Reno/Tahoe Int. Airport	1Q97	1,669,355	1,667,786	1,642,764	1.62
State Taxable Gasoline Sales (\$ 000)	4/97	71,025	70,836	66,490	6.82

POPULATION ESTIMATES					
Nevada	7/96	1,688,600		1,582,390	6.71
Clark County	7/96	1,115,940		1,036,290	7.69
Washoe County	7/96	306,810		294,290	4.25

NATIONAL ECONOMY					
Consumer Price Index ⁽⁴⁾	5/97	160.1	160.2	156.6	2.23
Money Supply—M1 (\$ BILLION)	5/97	1,063.0	1,065.0	1,117.0	-4.83
Prime Rate	6/97	8.50	8.50	8.25	3.03
Three-Month U.S. T-Bill	6/97	4.92	5.13	5.11	-3.72
Gross Domestic Product (\$ BILLION)	1Q97	7,871.0	7,716.1	7,426.8	3.90

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



by Joe Mullich

Getting Ahead by Getting Even

In this era of entrepreneurship, opportunities abound for savvy individuals who meet basic human needs. Not piddly needs like food or shelter. We're talking about the really important stuff, like "getting even."

I don't know what it says about the times in which we live, but a developing cottage industry features companies that cater to individuals with a score to settle. The revenge business is booming.

As you might expect, the human suffering this exposes is attracting lawyers like ants to a spilled sack of sugar. An attorney named Mark Warda is cashing in with a book called *Neighbor vs. Neighbor*. In days past, we wanted to marry the girl next door. Now this book tells us how to sue her.

Warda writes in the book's introduction: "Since we can no longer solve these problems by hurling our neighbors over a cliff, we must resort to the legal system to settle our differences."

Must we? You bet your retainer there are alternatives for retribution these days! Let's say, for example, your neighbor uses this book to sue you. You'd be darn upset at Warda, this smug attorney who seems pretty miffed he can't hurl someone over a cliff. But how could you settle the score?

"Poke him in one of his two faces," says Madelyn Miller.

Miller has created a product called the "Attorney Voo-Doo Doll." This 12-inch doll depicts a dark-suited man, briefcase in hand and dollar bills stuck out of his breast pocket. The doll also comes

with a book of lawyer jokes and a few pins. The jokes are to keep you amused while you're using the pins to puncture the tires on the lawyer's BMW.

OK, let's say you buy the doll. You jam three pins into its head. But you still don't get any satisfaction. (Sticking a pin in the doll's heart is pointless, since this is a lawyer we're talking about.)

If that happened, you might feel defrauded by Miller and her Voo-Doo Doll. You'd surely want satisfaction from her. But how? It's not like any lawyer would take your case against her. Lawyers are worried enough about being sued for malpractice; they don't want a client with a history of trying to inflict black magic on their counselor, even in make-believe. Invoking the dark forces of evil is the lawyer's terrain, not their clients'.

In that scenario, would there be anywhere to turn?

"In this economy, every penny counts and no one can afford to ignore shoddy merchandise," says B.L. Ochman. "But people don't have a clue how to stand up for themselves and complain."

Except Ochman. She runs a service called "Rent-a-Kvetch," which sends letters of complaint to companies or individuals who are taking "on-the-job vacations" at your expense. One reason Ochman

does this, she says, is because "complaining is an outlet for my cantankerous personality." She is, needless to say, a New Yorker.

Imagine, though, you paid Ochman \$50. She sent the letter complaining about the Attorney Voo-Doo Doll. But you don't get a refund. What's more you start having pains in your lower back.

You'd feel angry at the world and the damn Kvetch (say it fast). But what could you do?

How about doing the sensible thing that would occur to every rational, level-headed individual: Mail her a dead fish.

A company in California called "Revenge a la Carte" will send one, Godfather style, on your behalf. I'm not sure what kind of fish. Since this is a California firm, they probably send a piece of sushi. Frankly, I was too scared to call up and get all the details because I didn't want to upset this outfit. I travel a lot and sometimes my mail collects for days.

So call them yourself. And don't bother phoning this publication and complaining about my shoddy reporting. Ever since I told my editor I've figured out how to plant a computer virus that can erase the front page of this publication, she's had nothing but compliments for my work.

Don't mess around with me. 🍀



neo-, 1. a learned borrowing from Greek meaning "new," "recent," [\lt Gk neo-: new, fresh, young (comb. form of néos akin to NEW)]

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