



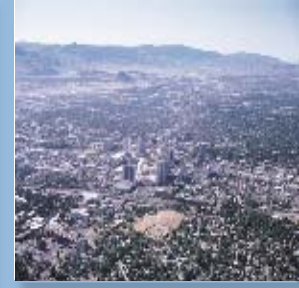
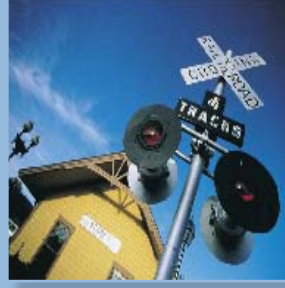
BUSINESS BUILDERS

Business & Financial Services
Clean Energy & Bio-Agriculture
Life Sciences & Regional Health Services
Software
&
Tourism & Hospitality

Greater Reno-Tahoe Industry Survey
Phase Two 2006-07

July 2007





NOTE TO READERS

The Business Builders programs of the Economic Development Authority of Western Nevada (EDAWN) and Northern Nevada Development Authority (NNDA) are pleased to present the first full, combined Business Builders report providing the opinions of key executives representing five business sectors in Greater Reno-Tahoe. This partnership has significantly enhanced the Business Builders program by expanding the scope of the report to the economic region rather than a county-focused approach. The regional approach creates a more accurate snapshot of the business community as business opportunities and challenges are often not defined by county lines. This joint report recognizes that the economies of the eight counties supported by EDAWN and NNDA, while diverse, are linked.

The information provided in this report represents five of the seven business sectors selected by EDAWN and NNDA in recent strategic plans for focused recruitment, retention and expansion efforts. The remaining two industries, advanced logistics and advanced manufacturing, were presented in the previous phase report. For a complete description of these business sectors and why they best suit Greater Reno-Tahoe please visit www.Target2010.org or www.northernnvision.org. The eight counties that comprise the Greater Reno-Tahoe region include: Carson City, Churchill, Douglas, Lyon, Mineral, Pershing, Storey and Washoe County.

The key companies interviewed were identified using a variety of sources. First, EDAWN's strategic plan, Target2010, and NNDA's strategic plan, NorthernNvision, provided definitions of the industries as well as targeted North American Industrial Classification System (NAICS) codes to identify local companies within those industries. These targeted NAICS codes were applied to EDAWN's existing and NNDA's Business Builders database.

Additional companies were added utilizing EDAWN's and NNDA's located and expanding company list and an online company database. This database was also used to further research and determine whether the company's local core functions fell within the industry definitions.

This interview phase includes a new section regarding the region's utilities. Executives were asked to rate the performance of local utilities and technology infrastructure, estimate their future demand and determine whether current services are sufficient for company growth plans.

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EXECUTIVE SUMMARY

This report is the final report for fiscal year 2006-07 of the combined Economic Development Authority of Western Nevada (EDAWN) and Northern Nevada Development Authority (NNDA) Business Builders program.

This phase summarizes the opinions of key executives in the business and financial services, clean energy and bio-agriculture, life science and regional health services, software, and tourism and hospitality industries regarding key business indicators. Each industry sector will be discussed separately in order to provide an understanding of the business environment for each industry.

The purpose of the reports is to provide a snapshot of how key business sectors are faring in our local economy. All previous phase reports are available on EDAWN's Web site at www.edawn.org/bb/results.cfm and www.nnda.org.

A record number of executives were interviewed in the final interview phase of the year –101 surveys completed! EDAWN and NNDA collected interviews between February 2 and May 25, 2007. Overall these executives report expected continued growth and success for their companies within the Greater Reno-Tahoe region.

Data shows 74 companies indicated planned expansions in the next three years, however only 48 provided figure estimates. **These 48 companies plan to add nearly 2,600 jobs, occupy an additional two million square feet of real estate and spend nearly \$965 million within the next three years.**



BUSINESS OUTLOOK - OVERALL

Planned Expansions

Capital Investment - \$ 964,800,000

New Jobs - 2,595

New Space - 1,966,100 sq. ft.

Nevada is the second fastest growing state in terms of population and Gross State Product growth. The Department of Employment Training and Rehabilitation (DETR) notes that falling real estate demand has led to a slowing in the construction industry, which is the major economic engine in the region. Experts expect the housing demand climate to begin improving in 2008. The state's unemployment rate of 4.6 percent has risen slowly in recent months and now exceeds the national rate of 4.5 percent. The unemployment rate for the Reno-Sparks MSA and Carson City MSA is 4.2 percent and 4.8 percent, respectively. (Source: DETR, May 2007)



LEGISLATION

In the recently completed state legislative session, no taxes were passed or altered. With the legislative session fresh in their minds, a significant number of executives were evenly split between those who anticipated changes in legislation positively affecting business and those who felt changes would negatively affect business in the next five years.

Key executive comments included:

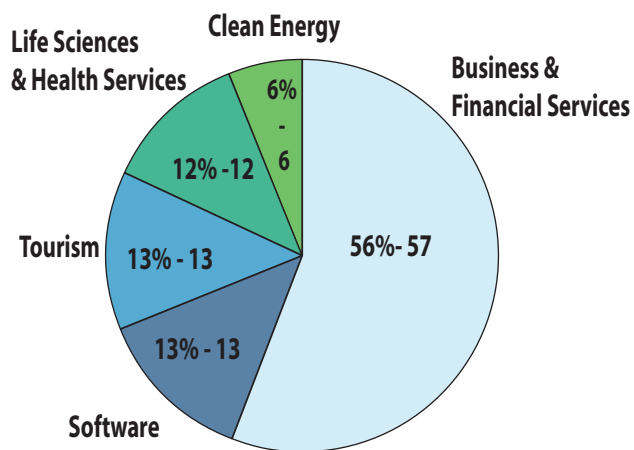
- Executives in clean energy companies were the most optimistic that new legislation would be passed that would benefit their business.
- Executives cited concern over Nevada's tax credits for green building which were reevaluated and reduced this year.
- The hospitality industry is grappling with the minimum wage increase and smoking restrictions passed by voters on Election Day 2006.
- Executives in financial services mentioned the negative affect of the state banking tax passed in the 2003 legislative session which was left untouched this legislative session.

SURVEY & INDUSTRY DEMOGRAPHICS

In phase two of the Business Builders program, key company executives were interviewed within the business and financial services, clean energy and bio-agriculture, life sciences and regional health services, software and tourism and hospitality industries.

Business Builders identified 277 key companies within the six business sectors. This report compiles the responses of 101 of those companies, representing a record number of executives interviewed within a single phase to date. This record number of interviewed companies gives a high degree of confidence that the information gathered reflects the current state of business for these industries.

Breakdown by Sector





Almost half of respondents are executives from the business and financial services sector (47 percent). This report is weighted toward this industry as the regional economy is comprised of a stronger business and financial services presence. According to DETR, the professional and business services industry is the third largest in the Reno-Sparks MSA behind trade, transportation and utilities, and leisure and hospitality.

Businesses within this phase are primarily located in Reno (79 percent). The remaining companies are located in Sparks, Carson City, Stateline, and Incline Village.

While the majority of key businesses within these industries are considered small businesses employing 50 or less, the hospitality and regional health services industries include some of the largest employers in the region – casinos and hospitals.

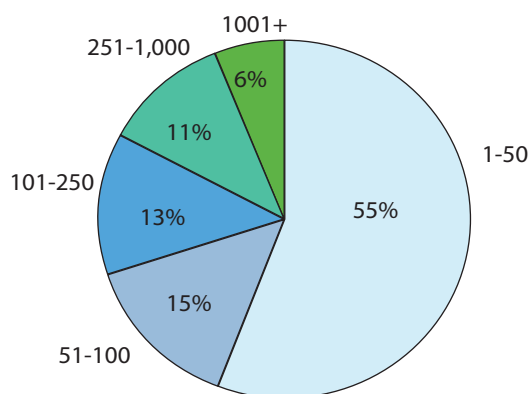
Of the companies interviewed, 61 percent are headquartered in the area, indicating strong ties to the region and greater economic impact. The majority of these headquarters were started in the region and demonstrate the entrepreneurial spirit prevalent in Greater Reno-Tahoe.

A large portion of the businesses in these industries are relatively young with 46 percent of the interviewed businesses having been in business for 25 years or less.

The industries represent a growing portion of the regional economy. These industries were chosen by Target2010 and NorthernNVision as key business sectors due to their future growth opportunities as well as their ability to create high wage jobs and opportunities for citizens.

Phase two companies have a strong impact on the local economy by exporting more than 50 percent of their goods and services outside the region and thus importing new dollars into the regional economy. **In fact, 39 percent of businesses reported their primary market is national and 20 percent reported their primary market is international.**

Company Employment





BUSINESS & FINANCIAL SERVICES

The business and financial services sector is comprised of back-office support operations including call centers, processing facilities, and data processing and storage.

Economic development experts have identified the business and financial services industry as an important target for a sustainable community.

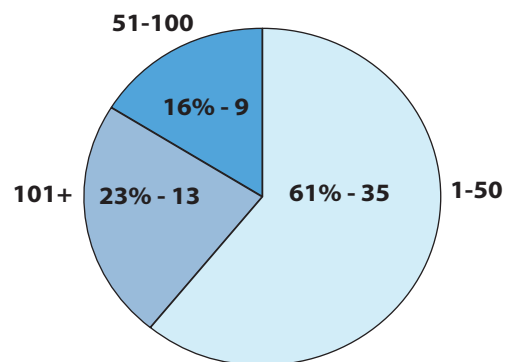
Business Builders identified 122 key companies in the business and financial services industry in the region. Combined these industries employ more than 49,000 individuals throughout the region. According to the Target2010 strategic plan, the average wage in the business and financial services industry was \$57,500 in 2005, well above the national average.

Fifty-seven business and financial service companies were interviewed. Fifty-nine percent of these companies represent headquarter operations indicating a higher economic impact. Twenty-six companies have been in business 25 years or less.

The industry within the region is comprised primarily of small firms employing less than 50.

Most indicated their primary market was either regional (43 percent) or national (34 percent). A small portion (14 percent) have an international market.

Business & Financial Services Company Employment



INDUSTRY OUTLOOK

The majority of executives in the business and financial services industry are optimistic about the economic future of the region. The survey responses show 70 percent of companies in the business and financial services sector are experiencing a growing or emerging demand for their products. Forty-nine executives indicated they had introduced new products over the past five years and 48 plan to introduce new products in the next two years.

These successes have executives increasing their capacities. **Forty-two have planned expansions in the next three years that will result in a capital investment of more than \$89 million, adding 1,066 new jobs and occupying 197,100 additional square feet of real estate. According to these estimates, the business and financial services industry will be adding the most jobs of all the surveyed industries in the next three years.**



CLEAN ENERGY & BIO-AGRICULTURE

Clean energy is defined as technologies that reduce the environmental impact of energy generation. Bio-agriculture is the use of biotechnology to modify agricultural feedstocks to be more productive. The modification could be an enhancement of crop productivity, resistance to disease, or a genetic modification for added human health benefits.

The clean energy industry is expected to grow from \$11 billion in 2005 to \$167 billion in 2015 (Source: Clean Edge Inc.) and Nevada companies have already begun positioning Nevada as a leader in the clean energy industry.

According to The National Biodiesel Board, Nevada has 41 biodiesel fueling stations, the eighth largest in the nation. There are 17 retail filling stations in the country, four of which are in Greater Reno-Tahoe. Minden, Reno, and Sparks are already equipped to sell biodiesel fuel to the public. The first retail biodiesel fueling station in the nation opened in Sparks in 2001. (Source: National Biodiesel Board, www.biodiesel.org)

Nevada ranks first in solar resources with an average of 250 days of sunshine per year. (Source: U.S. Department of Energy)

Nevada is the second largest producer of geothermal energy in the country. Nevada has a total of 15 existing plants, 13 of which are located in Greater Reno-Ta-

hoe. A total of 31 new projects are in various stages of development that could nearly quadruple the geothermal energy production in the state. (Source: Update on US Geothermal Power Production and Development, May 10, 2007, Geothermal Energy Association)

Business Builders identified 23 companies in the clean energy industry. As noted above, this industry is small in the relative number of firms but has great potential for significant economic impact. Six executives were interviewed in this phase. All six companies are located in Reno.

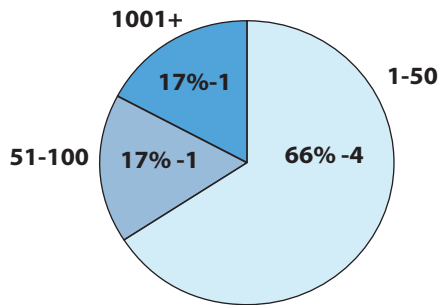
One-half of these companies are headquarter operations. One-third of clean energy companies have been in business between 20 and 30 years. Another third have been in business for 10 years or less. Half of the clean energy companies are publicly owned.

The majority of clean energy businesses are small employing less than 50. All clean energy businesses that were surveyed lease the property on which they do business.

Half of the companies interviewed have a primarily international market thus importing new money from abroad into the regional economy.



Clean Energy Company Employment



INDUSTRY OUTLOOK

All indicators in the clean energy industry in Greater Reno-Tahoe point to future growth. The region is expected to become a center of excellence in this industry based on its natural resources and overall probusiness climate.

Not surprisingly in this emerging industry, half of clean energy companies spend more than 6 percent of sales on research and development. Only one company spends less than three percent. The clean energy sector in Greater Reno-Tahoe is innovating and growing. Sixty-seven percent of companies have introduced new products in the past five years and 83 percent plan to release new products in the next two years. Eighty-three percent have experienced increasing sales.

Four clean energy companies have planned expansions in the next three years. **Three companies provided estimates of their expansions totaling \$1.5 million in capital expenses and 89 additional jobs.**

LIFE SCIENCES & REGIONAL HEALTH SERVICES

The life sciences industry includes companies involved in processes that require biological inputs, such as bio-pharmaceuticals, biological products, gene and protein therapy, tissue engineering, genetically modified crops, etc. However, it is common to expand the definition of the cluster to include related businesses in medical devices, pharmaceutical manufacturing, and medical services.

Regional health services includes the traditional industry segments involving health care: doctor and dentist offices, assisted living, hospitals, as well as specialty cosmetic enhancements and spa-related services. Two of the top three fastest growing occupations in Nevada are in the health care industry. According to Target2010, regional businesses employ 1,609. The national average wage in this industry was \$77,000 in 2005.

Business Builders identified 47 key companies in Greater Reno-Tahoe representing these two converging industries. These industries have three significant features that make them important to the local economy. First, they currently represent some of the largest employers in the region. Hospitals are two of the top 10 employers in the region. These industries also provide some of the state's highest wage jobs. Eight of the top 10 highest wages in the state are employed in these industries. Lastly, these two industries have a high potential for future growth.

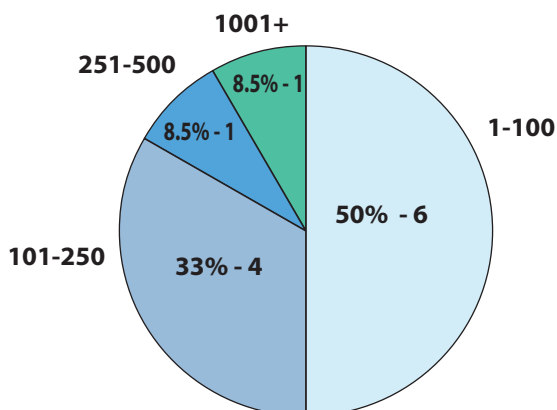


The region's large retiree population will fuel the need for more regional health services while the nation's consumers will fuel the growth in the life sciences industry.

Twelve executives in the health services and life science industries were interviewed in this final phase about how their companies are fairing in our region. The majority are planning future growth and innovation.

Five companies are located in Carson City, six are located in Reno and one is located in Sparks. Half of the companies interviewed are headquartered in the region, indicating strong ties to the region and greater economic impact. While these industries represent some of the region's largest employers, half of the participating firms are small businesses employing less than 100 employees.

Life Sciences & Health Services Company Employment



As can be expected with the influence of regional health services, most indicated a regional market. Four companies indicated their primary market is national and one company's market was identified as international.

INDUSTRY OUTLOOK

The majority of companies in the life sciences and health services industries foresee future success in the region. Sixty-seven percent of executives indicated their key products or services are growing and 25 percent feel they are maturing. Eighty-three percent are planning to release new products in the next two years. Three quarters of respondents have released new products in the last five years. Five company executives revealed putting more than three percent of sales revenue back into research and development.

Among the executives surveyed, 67 percent see a bright future with increasing sales and planned expansions. **Eight companies will create 475 new jobs, occupy 715,000 new square feet and spend \$98 million in capital investments over the next three years.**



SOFTWARE

The software industry is comprised of coding/programming services, prepackaged software, customized software, web-based services, data processing and information retrieval services.

Although having a relatively small regional presence, the software industry is vital to the regional economy because of the potential for growth. According to Target2010, the region currently employs 1,520 in this industry. Cyberstates 2007, a research firm indicates that the high-tech industry is showing the first signs of recovery since the tech bubble burst in 2001, with growing employment figures.

The software industry has a higher average wage thus creating jobs that can afford a higher cost of living. According to Cyberstates 2007, Nevada's average wage in the high tech industry, which includes software, was \$70,300, 86 percent higher than the average wage in the private sector. However, this wage is \$13,000 less than the national average in the high-tech industry which may impact recruiting outside talent.

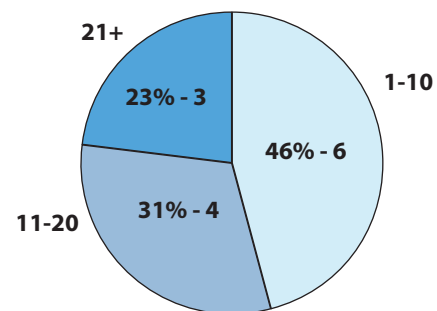
Both the business community and education community are committed to expanding the software niche in Greater Reno-Tahoe. Last year, International Game Technology committed \$500,000 to the University of Nevada, Reno's College of Engineering for a new degree program in artificial intelligence and computer games.

Business Builders identified 54 key software companies in Greater Reno-Tahoe. This report represents the opinions of 13 executives in the software industry. All those interviewed are located in Washoe County. The region is home

to a relatively young and small number of companies. Only three companies have been in operation more than 10 years. Six companies have less than 10 employees while three companies have more than 20 employees. However, these companies have a significant presence as all are headquarter operations, increasing their economic impact in the region.

Eleven indicated the company's primary market is national and eight indicated their primary market to be international. None indicated having a local market, making this industry the highest proportion of businesses importing new dollars into the regional economy of all surveyed business sectors.

Software Company Employment



INDUSTRY OUTLOOK

An overwhelming majority of executives indicated they are thriving in the Greater Reno-Tahoe region. Respondents were split among those who feel their primary product is emerging and those who feel it is growing. Ninety-two percent of companies introduced new products in the past five years and all plan new products within the next two years. Eighty-five percent spend more than six percent of their sales on research and development, a much higher rate of investment than any other industry.



Eighty-five percent of executives are experiencing increasing sales and 77 percent expect their market share to increase. Just over half of executives expect their amount of export sales to increase.

Ten of the 13 respondents are planning expansions in the next three years. These expansions will create 135 new jobs, require 29,000 additional square feet of real estate and cost \$18.25 million.

TOURISM & HOSPITALITY

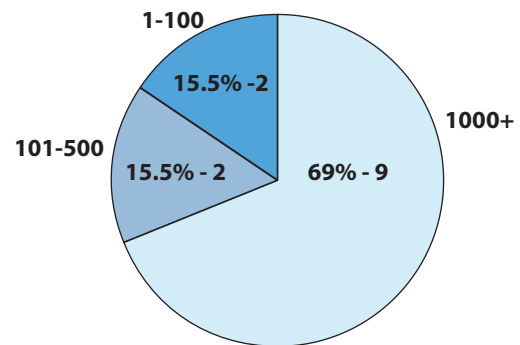
The tourism and hospitality industry is a mainstay and economic driver in Greater Reno - Tahoe. The industry is comprised of companies that provide services such as lodging, entertainment and restaurants. Specialty retail, such as downtown boutique retail and larger “destination” retail has been included. Tourism and retail often go hand-in-hand in that each industry helps drive the other. The importance of drawing tourism and retailers especially to a smaller community is to serve and attract the workforce necessary for a growing economy.

Locally, the tourism and hospitality industry is a major economic force. Business Builders identified 33 key companies in this industry. Leisure and hospitality is the second largest industry in the Reno-Sparks MSA and fourth largest industry in the Carson City MSA. Half of the top 10 largest private employers are casinos. (Source: NV Dept. of Employment, Training and Rehabilitation) The national average annual wage is \$24,160 in the retail industry and \$20,215 in the hospitality industry.

Thirteen executives participated in this interview phase. Of the companies interviewed, two are located in Lake Tahoe, one in Carson City and 10 in Reno.

Just over half of companies are headquarter operations. Three indicated they are publicly owned. The average age of the businesses in this industry is 26.5 years. Sixty-nine percent of businesses in this industry employ more than 1,000.

Tourism & Hospitality Company Employment



INDUSTRY OUTLOOK

No executives perceived their companies to be declining in their business life cycle. Forty-six percent indicate their businesses are maturing and 31 percent indicated they are growing. In the aftermath of the spread of Indian gaming in California, these responses are especially significant.

Eight executives revealed planned expansions within the next three years with more economic impact than any other industry. Eight hundred thirty new jobs will be created, 1.02 million square feet will be occupied and \$758 million will be spent on these expansions.



COMMUNITY SERVICES

Local executives' perceptions of the community and its supporting services are extremely important to retentions and expansions. Companies that feel their needs are met by a community are more likely to stay and expand in the area.

To gauge the attitudes of the executives within these industries about the community, interviewees were asked to rate 23 different community services on a scale of 1 (low) to 7 (high). Interviewers also collected specific comments on these services. Due to space restrictions, not all 23 results are reported, but are available upon request.

Top marks went to fire protection receiving an average ranking of 5.84 and ambulance/paramedic services at 5.58. Fire and ambulance services have consistently received top marks among the business community.

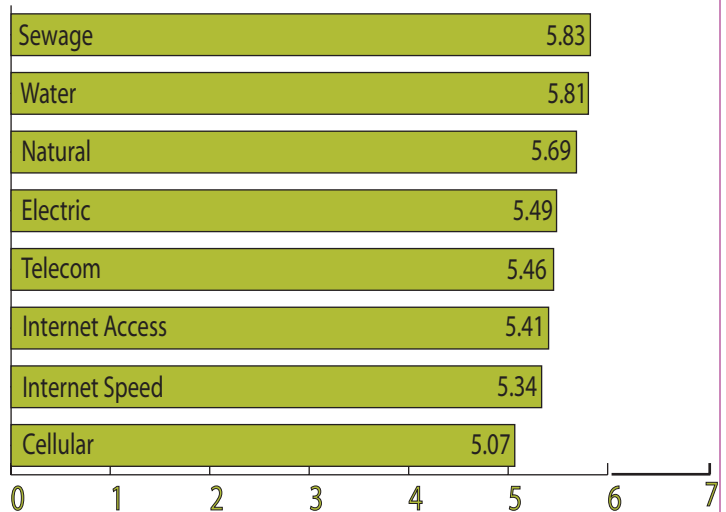
The lowest rankings went to technical colleges, ranking an average of 4.31, local streets and roads ranked 4.29 and traffic control ranked 3.86. Most comments regarding traffic control mentioned congestion and the timing of traffic lights. The City of Sparks and the Regional Transportation Commission have committed to addressing these issues and easing traffic congestion on McCarran Boulevard and Pyramid Highway by the end of the year with innovative programs and community outreach. ("Sparks Program aiming to reduce traffic wait times," Reno Gazette-Journal March 29, 2007)

Although these are the lowest rated of the community services, it is important to note that these ratings represent a mid-range rating and no community services were ranked, on average, below three indicating special attention is needed.

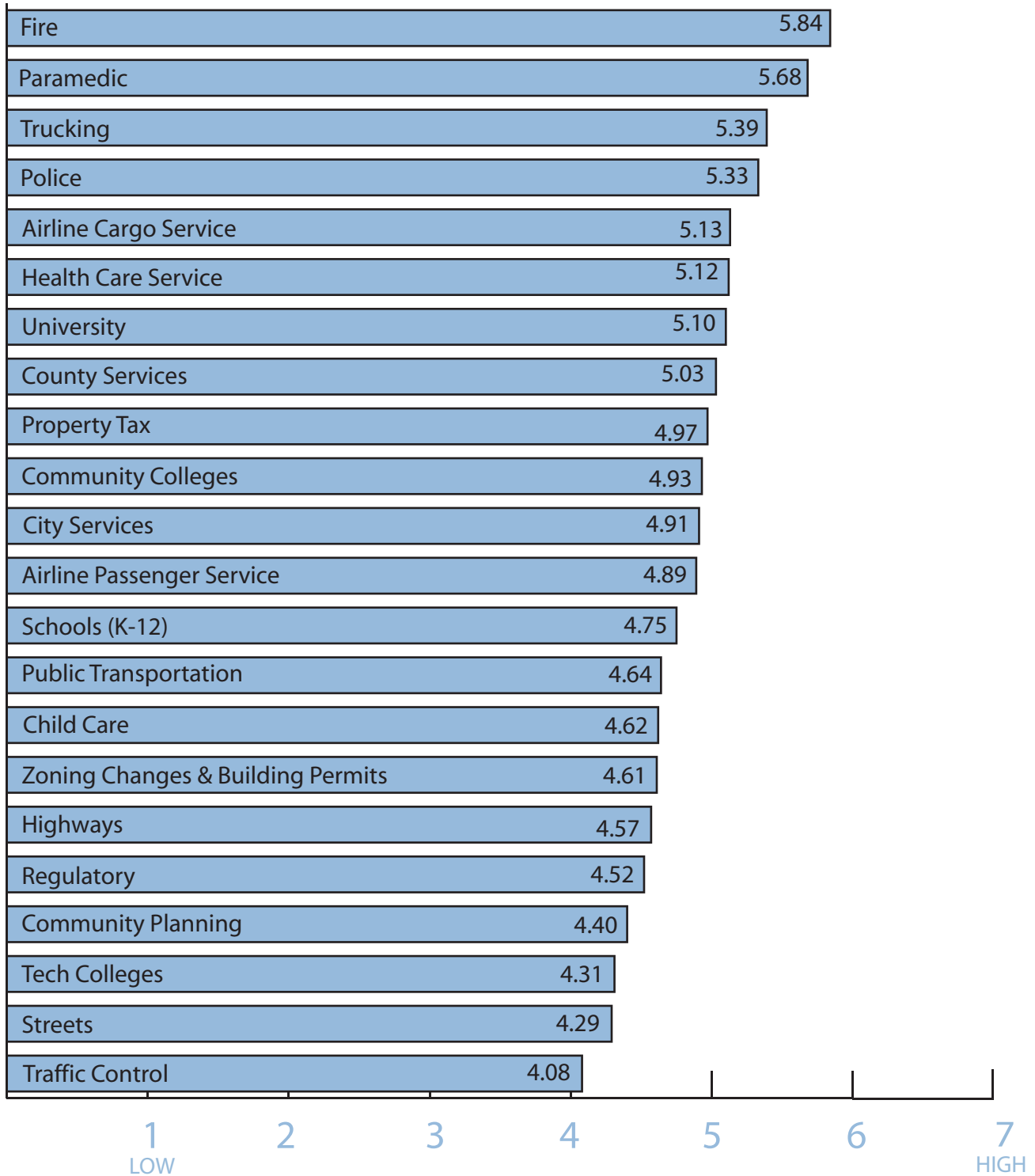
UTILITY RATING

This indicator premiered in this interview phase. On average all utilities services were rated high by local executives. As demonstrated in the chart below, no utility was rated below five out of seven. Additionally, 93 percent of executives feel the region's technology infrastructure is adequate for their growth plans.

Utilities Ratings from Companies



Community Services





WORKFORCE CHARACTERISTICS

The area workforce earned top marks for productivity (5.65 out of 7) from executives in the key industries surveyed. Excellent productivity is a characteristic of the region's workforce that is constant among industries over time. Productivity (5.65) is essential to the success of any company. Also, the stability (4.43) and quality (4.0) of the workforce in these industries were rated above average.

As with many communities across the nation, workforce availability is a top concern of the region's employers. Executives ranked workforce availability the lowest at 3.18 out of 7. While 73 percent of executives have reported having difficulty recruiting employees, 61 percent have reported the number of unfilled positions has remained stable. Executives in the software and life science industries indicated the highest rate of difficulty in recruiting. The most mentioned recruitment needs were engineers, developers and nurses. Of the 85 percent who responded, 49 percent of all

Top Recruitment Needs

- Engineers (13 mentions)
- Developers/Designers (5 mentions)
- Nurses (3 mentions)

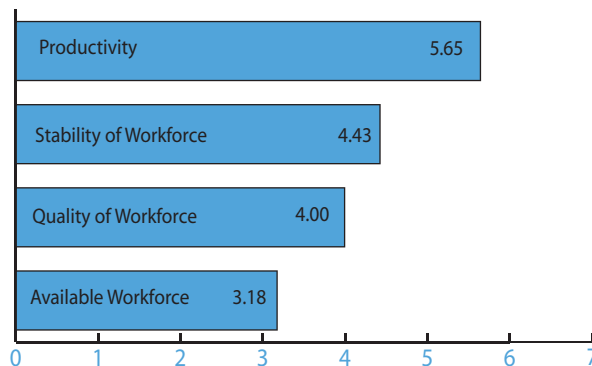
respondents feel these difficulties are community-related challenges

and 35 percent attributed the workforce challenge as industry related.

In an effort to address the immediate needs of the region's employers, EDAWN, NNDA and Nevadaworks have teamed up to launch a campaign to recruit skilled professionals to the area. **Promotional banners have**

been placed at the Reno-Tahoe International Airport to let visitors know that Greater Reno-Tahoe is not only a great place to visit but there are also quality jobs available.

Workforce Evaluation



The Web site, www.myNVdreamjob.com, provides a focused job search for professionals looking to work, live and play in Greater Reno-Tahoe, as well as information about professional associations and recreation opportunities.

Only 6 percent of companies indicated having union representation. Two business and financial services companies, two tourism and hospitality companies, one life science and regional health services company, and one clean energy company indicated union representation. All indicated positive working relationships with the unions. Among private employers in the Reno-Sparks MSA, about 5.6 percent of employees are union members, down from last year's figure of 6.8 percent. (Union Membership and Coverage Database, Barry T. Hirsh and David A. Macpherson 2007)

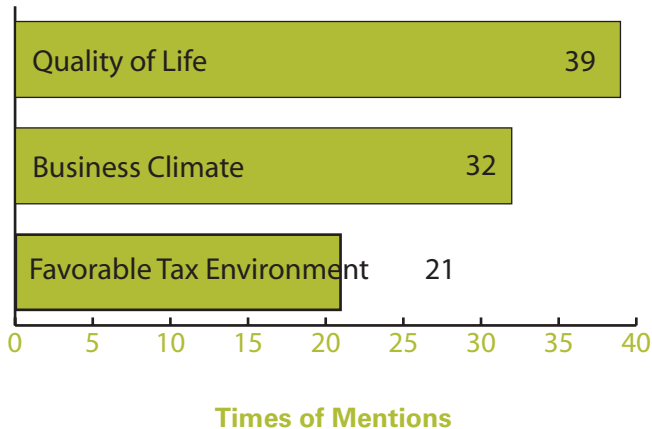


COMMUNITY ASSESSMENT

It is important to gauge industry executives' perceived strengths and weaknesses of the community as a place to do business and track any barriers to growth. All of these indicators can direct Business Builder volunteers and staff to areas that may require action in the community to assist local businesses be as successful as they can be.

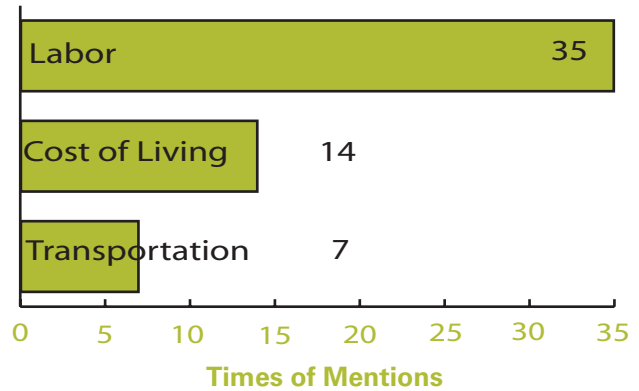
Executives were asked open-ended questions to capture how they feel about the region as a place to do business. Seventy-four percent of the executives provided the insights below:

Top Three Strengths of Community as a Place to Do Business



Quality of life and business climate were overwhelmingly cited as our region's key strengths as a place to do business. Executives mentioned the short commute times, and the safety of the community when asked about the quality of life. Comments regarding the favorable business climate, and tax environment referenced the growing market, business-friendly government, and low taxes.

Top Three Areas of Improvement



Workforce issues continue to be among key areas of improvement identified by the business leaders interviewed. Executives specifically mentioned difficulty in finding qualified employees. Cost of Living and transportation concerns followed with 14 and 7 mentions respectively.



PROGRAM OVERVIEW

EDAWN and NNDA's Business Builder program promotes job growth and economic prosperity in Greater Reno-Tahoe by helping identify both opportunities for expansion and the barriers facing local businesses. Business Builders is a community-based, volunteer-driven economic development tool, encouraging the growth and stability of local businesses.

SURVEY METHODOLOGY

To better understand the local economy and the business issues local industries face, Business Builders conducts annual interviews of industries. The industries interviewed are chosen in alignment with the findings of the Target2010 and NorthernNVision studies. In these assessments, an independent consultant analyzed Greater Reno-Tahoe's economy, demographics, workforce and tax base to determine which industry sectors should be targeted for future growth.

Therefore, industries interviewed in prior Business Builders reports were realigned for FY 2006-2007 to focus upon the key business sector findings as follows:

- Phase 1. Advanced logistics & advanced manufacturing
- Phase 2. Clean energy & bio-agriculture, business & financial services, life sciences & regional health services, software, and tourism & hospitality.

Once the businesses are identified, EDAWN and NNDA's staff and certified Business Builder volunteers contact the executive officers of the prospective companies and arrange a short in-person interview using a questionnaire developed by e-Synchronist Blane, Canada. E-Synchronist is a leading software tool used by business retention and expansion programs across the nation and Canada. EDAWN and NNDA use this software to organize, analyze and report local business data. Once a survey phase has been closed, the confidential surveys are entered into the e-Synchronist

database which then produces aggregate reports and statistics.

These reports are analyzed by EDAWN and NNDA and compared with national, state and local economic data to develop the completed phase industry report. The confidential interviews are compiled and analyzed by EDAWN and NNDA to gain an understanding of the changing business climate in Greater Reno-Tahoe. The results of the interviews are condensed into a report to inform the public and private industries of the challenges and successes local companies experience. The report provides a snapshot of the existing conditions within the surveyed industries and looks to identify emerging issues and trends. By evaluating and addressing the needs and concerns of businesses within the region, we can continue to experience a healthy economy. Businesses that stay competitive are more likely to remain – and expand – in the community.

EDAWN MISSION

EDAWN is a private/public partnership committed to recruiting and expanding quality companies that have a positive economic impact on the quality of life in Greater Reno-Tahoe.

NNDA MISSION

NNDA will improve the economic vitality and quality of life of Greater Reno-Tahoe and will promote the area as the premier market for business. NNDA assists through facilitation the relocation, retention and expansion needs of clients and members.



BUSINESS BUILDERS - PHASE TWO CERTIFIED VOLUNTEERS

Dave Archer – NV Center for Entrep. & Technology
Jane Auerswald – Colonial Bank
Doug Brewer – Merrill Lynch
Nick Butler – US Bank
Rick Chamlers –Heritage Bank of Nevada
Kimberly Clark – Templeton Group
Winnie Dowling – NV Small Business Development Center
Connie Fent – ACS Business Insurance Services
John C. Fuller – RE/MAX Realty Professionals
Susie Johnson – CTX Mortgage Company
Maura Kenney – Inter-tel
John Lee – Sierra Nevada Job Corp.
Ken Lynn – RBC Dain Rauscher, Inc.
Rob Maloney – Merrill Lynch
Angel Markins – Accountants Inc.
Ariel Martinez – Datanamics Non-Stop Networking
Dick McConnell –SCORE
William McCraley – ArrowCreek Country Club
Janet McRoberts – Grand Sierra Resort
Jim Peckham – Jim Peckham & Associates
Kandi Robert – DP Partners
Teresa Shouppe – Nevada State Bank
David Steiger – M.A.P.
Scott Wait – RS Wait, CPA's & Management Consultants
Eileen Webb – Streamline Consulting
Lindsey Wetzell – The Resort at Tanamera
Michael Yopez – Sierra Computers
Carole Yoder-Dell – Inter-tel

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This report combines the efforts of 28 Business Builder volunteers from throughout the Greater Reno-Tahoe region.

EDAWN and NNDA would like to extend a special thank you to the executives who participated in phase two interviews for their time and candidness. It is only with their participation that Business Builders is able to access the business climate of Greater Reno-Tahoe.

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