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INLAND EMPIRE business journal

VOLUME 8, NUMBER 5

\$2.00 MAY 1996

WOMEN & BUSINESS EXPO

MARCIA CLARK SPEAKS OUT ON GENDER AND JUSTICE



PRESENTED BY **GTE** AND **INLAND EMPIRE**
business journal

RIVERSIDE CONVENTION CENTER - MAY 17 TH

BATTLEGROUND
OF THE
MALLS?

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CORPORATE PROFILE:
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Marcia Clark Speaks Out

FRIDAY MAY 17, 1996

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PRESENTED BY

INLAND EMPIRE
business journal

&

GTE



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Ms. Clark joined the Office of the Los Angeles District Attorney in March, 1981 and has tried over 20 murder cases, securing convictions in all but one prior to the Simpson case. Of the four cases prosecuted in which the death penalty was sought, two resulted in a sentence of death. She was assigned to the Special Trials Unit in 1985 which is given the most complex and high profile cases in the office.

Ms. Clark speaks on gender and justice.

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A CENTURY OF WOMEN

INLAND EMPIRE business journal

VOLUME 8, NUMBER 5

MAY 1996

\$2.00

Inland Empire: A Battleground of the Malls?

by Robert W. Belsky

The newest regional mall scheduled to open in the Inland Empire will be Ontario Mills. When the Mills-owned "super value retail center" opens in November, it will be the largest mall in the Inland Empire, 30 percent larger than the Montclair Plaza. Ontario Mills will encompass 1.7 million-square-feet and have at least 11 anchor tenants, or major department stores: Bed, Bath & Beyond; Burlington Coat Factory; J. C. Penney Outlet; Marshalls; Mikasa; Off 5th — Saks Fifth Avenue Outlet; Sports Authority; T. J. Maxx; and Totally 4 Kids.

Once a mall has landed its major anchor stores, management seeks other stores to fill up remaining retail space.

"Finding new, exciting tenants is the most difficult task in the industry today," said Mark Schoifet, spokesman for the New York-based International Council of Shopping Centers. The council owns and operates 2,000 enclosed malls in the United States and 30,000 shopping malls worldwide.

A study conducted by Economics Associates of Los Angeles estimates that once Ontario Mills is opened, and over the next 15 years, it will bring the county \$15.7 million dollars in aggregate tax revenue.

Economist John Husing is skeptical. He stated that the net gain or loss of retail dollars depends on whether the Ontario Mills mall will

attract shoppers from outside of the region.

"To the extent that it does draw customers from outside the region, it is contributing to economic growth," said Husing. Otherwise it's just an exercise in trade diversion.

Mall operators remain optimistic

Many of the existing centers' officials say they are not concerned about the opening of the Ontario Mills complex.

Leasing representative Candace Rice with Donahue Schriber, agents for Montclair Plaza, said, "Montclair Plaza has everything that a shopper would want. They have the best service, food and entertainment — everything a shopper wants under one roof."

But according to Kimberley Hughes Duncan, marketing director at Montclair Plaza: "We're looking at ways to improve the physical features of the mall, emphasizing the mall's family and community-orientation, to make it more comfortable for the shopper."

Operators of Terra Vista Town Center — a much smaller mall which occupies less than 600,000-square-foot — are also not concerned. They cite a roster of stores that the other malls don't have, such as the 24,000-square-foot Barnes & Noble Booksellers.

Paula Dempsey, senior commercial marketing director with Lewis Homes Management Corp., Terra Vista's owner-manager, said, "We're not competing with major anchor

stores. Shoppers come here because of the low traffic, and we have stores like Target, Barnes & Noble and Home Express. They are going shopping at the other stores, eating here or going to the movies while they are here. We plan to open an Office Max and an Old Country Buffet soon."

"Convenience remains a competitive edge," said Randell Lewis, developer of Terra Vista Town Center.

Lewis Homes also owns Town Center Square at Terra Vista which is located next to the Town Center. Before Lewis Homes built Terra Vista Town Center, the builder first constructed homes in the area to support the shopping mall.

Some retailers disagree

Harry Guevreyan, who operates Harry's Jewelry in the Terra Vista Town Center, said, "Everyone is concerned. I'm trying to do some extra promotions to bring in business."

Plaza Continental, a small outlet mall with less than 58,000-square-foot, has been struggling since it opened. The operators have been trying to fill vacancies with tenants

AT DEADLINE

Texas firm selling utilities to California companies

Enron Capital and Trade, a Houston-area firm, is soliciting customers in California while offering as much as a 19 percent discount on natural gas prices.

The move follows the recent deregulation of utilities distribution in California.

Tara Stramble, spokeswoman for Enron, said the company is among the top 100 of the Fortune 500 and has been in business for 10 years. Company officials intend to expand service offerings in the near future, she said, to include the sale of electricity.

In a related development, the federal Energy Regulatory Commission voted April 24 to deregulate the wholesale delivery of electricity nationwide.

Coachella Valley Awarded Clean Cities Region Designation

The Coachella Valley was named a "Clean Cities Region" by the U.S. Department of Energy at a ceremony April 22 — Earth Day,

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CLOSE UP

Sheri Ross,
Vice president and
general manager,
GTE South Branch



See Close-Up on Page 7.

"Historically, employees worked their way up from a technical position and worked at night on earning their degrees. I was among the first group of people, certainly among the first group of women, who came in with an advanced education."

Economist Skeptical Ontario Mega-Mall Will Have Dynamic Draw

Inland Empire economist Dr. John Husing said he fails to see that the Ontario Mills mega-mall will generate significant new revenue for the west San Bernardino Valley. "It will buoy the economy only to the extent that it pulls in dollars from the outside world," he said.

The successful Mills entertainment-style marketing efforts and retailing experiences in other parts of the country may not play in this region, Husing mused. "Southern California is really a very difficult market because of the number of entertainment options. Let's face it: we're spoiled."

Husing said he expects a zero-sum transfer of retail revenue from other area malls to Ontario Mills.

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ABOUT THE COVER

The expanded opportunities for women in the last three decades are not to be counted lightly. The achievements of women in business, in government service and in service to the community, are noteworthy. *The Inland Empire Business Journal* is proud to salute these achievements and to sponsor its sixth annual Women & Business Expo at Riverside Convention Center, Friday, May 17. The special section on women's issues begins on Page 22.

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Inland Empire Counties Co-found Medi-Cal Provider

by D'Lorah DeBarge

Medi-Cal recipients in Riverside and San Bernardino counties will soon be offered a choice of two health maintenance organizations (HMOs) — Molina Medical, a commercial plan that has been in existence for a number of years, or the newly organized Inland Empire Health Plan.

Inland Empire Health Plan is unique in the state. It is a joint powers agency that was formed by San Bernardino and Riverside counties in June 1994, three years after the state signed managed care into law.

The health plan partnership was founded in response to the state's policy position that spiraling medical costs can be cured at the local level, and its mandate for counties to attract a mainstream provider or establish a local initiative in administering the Medi-Cal program. By combining resources, San Bernardino and Riverside counties hope to reduce health care costs in partnership with private enterprise.

The state Department of Health Services (DHS) contracted with the two counties in June 1994, to implement state Senate Bill 456. This legislation allowed DHS to withhold \$10 million from the 1993-94 statewide pool of disproportionate-share funding and distribute it as start-up funds to targeted counties. Each county received \$541,667 for planning and implementation of managed care.

Additionally, an arrangement with the federal Health Care Financial Administration (HCFA) provides matching funds from Federal Financial Participation (FFP), which could double the amount available to each county. Claimable start-up expenses for the counties are defined as costs incurred since June 1994. The Inland Empire Health Plan also received loans from both counties to initiate operations, to be repaid out of operating funds.

Richard Bruno, newly appointed chief executive officer of IEHP, said, "Managed care has proven that it can save dollars. ... Our mission is to be a leader in Medi-Cal managed care: provide access to quality preventive and total health care services in a cost effective manner."

Bruno said IEHP was organized and began pre-operations in March 1995. The health care chief anticipates administering approximately 75 percent, or 300,000, of the Medi-Cal claims in the two counties. The remaining 25 percent, he said, will be assigned to Molina Medical, a commercial or mainstream provider, allowing competition in terms of services and costs.

Bruno explained that Inland Empire Health Plan is not a medical group per se; rather, it is a contractor of services. Instead of the traditional fee-for-service payment system, IEHP will offer capitated managed care, which is also known as a pre-paid health.

Traditionally, medical providers have simply billed the state for services rendered, but ever-increasing fees to cover the cost of new technology and advanced forms of treatment have exceeded funding and caused delays. Furthermore, over-billing and fraud have created the need for scrutinizing claims. Utilization of services is recognized as the key to keeping costs down.

Kaiser Permanente was one of the first HMOs in California and provided a model of successful medical care at reasonable cost. Since its founding, smaller independent physician associations (IPAs) have formed, which have provided the model Inland Empire Health Plan will use in its operations. Inland Valley Health Plan will contract with more than 20 acute care hospitals and 16 local IPA groups, as well as pharmacy and vision care providers. Mental health and dental services are excluded.

Historically, Medi-Cal recipients have been required to find physicians who would accept the low fees that Medi-Cal paid for medical treatment. Often, this was a difficult task for clients because many prospering physicians would accept the better-paying private plans, leaving no space in their waiting rooms for Medi-Cal patients. Because of this, Medi-Cal patients had to settle for less-qualified providers, or even unscrupulous ones, to receive medical care.

With IEHP's computerized tracking system, administrators will know immediately if a recipient or

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Southland Transportation Agency Lays Groundwork for Next Century

General assembly told recession signifies 'economy in transition'

The Inland Empire economy is in transition — in a big way. After five years of recession, officials gathered at the annual general assembly of the Southern California Association of Governments (SCAG) — the Southland's transportation planning and coordinating council — were told to expect growth to double in some areas by 2015. Panelists agreed all four of the region's established or potential regional airports are vital to fostering growth and prosperity, and that the job base has shifted away from traditional Southern California industry sectors.

The general assembly was held April 11 and 12 at Riverside Convention Center. It drew government officials, economists and transportation and housing industry professionals from San Diego to Camarillo together to discuss the impacts of population growth, economic trends and aspects of infrastructure and communications planning.

"As public officials, we know that converting a military base to civilian use is difficult, and costly," said James Monger, director of San Bernardino International Airport. "But we also know it is worth it."

Monger explained that the base closure and realignment changes being wrought at his own airport — formerly Norton Air Force Base — at Southern California International Airport in Victorville and March Air

Force Base near Riverside, will take from five to 15 years to complete.

Notwithstanding the rigors of developing joint powers authorities, overseeing environmental cleanup and finding interim financing for redevelopment and operations, Monger and other panelists at the "Air Base and Conversion Development Opportunities" workshop agreed the rewards of having major airports in their communities — increased trade and commerce — were worth the efforts.

Panelists who spoke at the "Economic Transition" workshop indicated the Southern California economy is changing to one which is based on growth in four non-traditional areas: motion picture production; wholesale trade; engineering, management and computer services; and construction. Tourism, entertainment, communications, business services and transportation were also mentioned as leading-edge segments in the recovery of the Inland Empire.

Economist Stephen Levy cautioned that jobs lost in the five years of "transition" are not automatically replaceable by jobs in the rising sectors of the economy; he said the job skills needed in aerospace production, for example, are not the same as for the motion picture industry, and wages are not necessarily similar.

— Gary Brodeur

Connell Cites Pressures on State Economy

California Controller Kathleen Connell cited pressure on the state budget from three major areas when she addressed the Southern California Association of Governments at its annual general conference April 11. She named the three areas of concern as growing enrollment in public schools, more and longer prison sentences due to provisions of the "three-strikes" law and the consolidation of federal block grant programs that will reduce revenues for state social services.

In an exclusive interview with the *Inland Empire Business Journal* and *Inland Empire Television News*, Connell said her greatest achievement since being elected to the post in 1994, was the aggressive series of

audits that are underway for agencies of the state government. She said her office found \$500 million dollars of savings in operating costs in the Medi-Cal program. The controller's office will next audit the state's corrections and education departments.

Connell attributed the creation of 300,000 jobs in California last year to international trade — "directly or indirectly" — and said that the immigration issue is "much more complex than is portrayed in the media." She said while some immigrants arrive with little or no education, skills or resources that "creates more pressure" for the

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EDITORIAL

On Welfare and Immigration

Successful welfare reform — when will it happen? And how does that system make existing jobs unattractive for qualified, legitimate workers, yet attractive to illegals willing to risk detention, injury or death for the opportunity to make a living?

By sustaining a labor pool vacuum, of course.

And why have our political leaders failed to see the simplicity and co-dependency of these two problems, and the simplicity of the solutions?

It is no wonder the economy reels when the combined value of public assistance benefits to unemployed individuals exceeds \$11 per hour, when health benefits are included, when no contribution to society or the gross regional product is required. Potential workers sometimes find it easier to elect to remain "displaced."

It's time to stop making welfare a more attractive way of life than working to earn one's daily bread. It's time to rework the welfare system into a safety-net for the displaced from its configuration as a cornucopia of easy pickings which working taxpayers are forced to subsidize.

The problem is a two-barreled assault on our way of life: it removes incentives from the free market and labor pools; it drains resources and undermines self-esteem without delivering hard goods or generating revenue.

The solution is: We must strictly limit the duration over which beneficiaries are allowed to collect welfare from the not-so-deep pockets of society. We must encourage and empower the able-bodied to find employment, to strengthen the fabric of our society and our economy.

If jobs are left unfilled because legitimately qualified workers find that those jobs pay less than welfare, who is there to fill them? The undocumented or illegal alien workers.

The presence of illegals is the result of a crime in itself — the felony offense of illegal entry. Each month we are informed of instances where illegals enter Southern California, sometimes by the dozen or the score, in desperately overcrowded vans and trucks. Three times last month the attempted apprehension of such illegals ended in injury for many, death for some.

Two of those injured at the conclusion of one high-speed chase are suing local agencies for hundreds of thousands of dollars following an alleged beating by Riverside County sheriff's deputies.

Do we condemn police brutality or the establishment of a reactionary police state to enforce our laws? No.

Do we respect human rights? Yes.

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COMMENTARY

Ending Welfare Dependency — State Assembly Begins on the Path to Fiscal and Social Responsibility

by Assembly Member Jim Brulte

It is no secret that Californians are spending a staggering amount of money on welfare programs, and little good is coming of it. There are more than 2.5 million people in California who depend on one welfare program, Aid to Families with Dependent Children (AFDC), rather than show up for work each day.

The first step in making welfare reform work is to distinguish between those who can't work and those who won't work.

In too many cases, young families have chosen welfare as a way of life. More than 60 percent of AFDC recipients have been on state aid for more than two years. Many of these people are not abusing the system, but they are taking benefits away from people who really need them.

These individuals are not the only ones to blame. State government has been the chief accomplice in fostering dependence on welfare assistance. According to a September 1995 study conducted by the Cato Institute in Washington, D.C., AFDC is just one of an estimated 77 means-tested welfare programs. The study compared the value of tax-free benefits (including AFDC, food stamps, Medicaid and others) with the amount of pre-tax income that a worker needs to earn to receive an equivalent income.

In California, according to the Cato Institute study, the hourly wage welfare equivalent is \$11.59 per hour, 270 percent more than a full-time minimum wage job! For many years, a fiscally imprudent legislature built a system that penalizes people for returning to work. It's no wonder that welfare reform has been a top priority of Gov. Pete Wilson, responsible legislators and taxpayers for much of the last six years.

In 1994, I authored Assembly Bill 473, the Maximum Family Grant Legislation which prevents welfare mothers from being financially rewarded for bringing more welfare-babies into the world. If your livelihood depends entirely upon the kindness of others — taxpayers — the last thing you should be doing is bringing a new child into the world and submitting another bill to your benefactors. Working mothers don't receive automatic raises whenever they have a child — why

should welfare recipients? The priority should be achieving self-sufficiency, not increasing dependence.

In 1995, I authored Assembly Bill 908 which created a two-tier welfare system that implements lower benefit levels in low-cost counties. Thanks to a uniform grant level, imposed by state government, welfare recipients were receiving an incentive to migrate to low-cost counties like San Bernardino and Riverside, creating a tremendous burden on the county assistance budgets.

What we need are incentives to migrate back to work.

In 1996, we have taken further steps towards breaking the cycle of welfare dependency. Assembly Bill 1xxx [bill 1 of the assembly's fourth extraordinary session], which has been signed by the governor, extends the sunset dates on reductions to AFDC. It also delays the state's automatic cost-of-living (COLA) increases of these and other welfare programs at least until Nov. 1, 1996. This seemingly minor delay in sunset dates and automatic increases has already saved California \$390 million.

If scheduled increases take effect on Nov. 1, 1996, AFDC alone will increase approximately 13 percent — making California's AFDC grant the fourth-highest in the nation and the first among the 10 largest states. Further welfare reform will no doubt prove a critical element in this year's budget negotiations.

Auto-pilot welfare spending — at taxpayers' expense — is fueling a social and financial catastrophe in California. By automatically increasing payments to recipients, welfare (read "government") is replacing the "head of household." I have joined with many of my colleagues in support of eliminating automatic cost-of-living increases in welfare programs.

We must change a system that provides benefits to those who have not earned them, discourages people from moving into the workforce, and puts children and the truly needed in the same category as non-productive yet able-bodied individuals.

It is time to realize that we have created a system that rewards self-destructive behavior.

Brulte, of Rancho Cucamonga, represents the 63rd Assembly District.

CLOSE-UP

Sheri Ross — GTE South Branch

Sheri Ross is a woman who changed careers and entered the right company at the right time. Ross heads up the 330-employee business products sales force of GTE's South Branch. Based in Norwalk, part of her job is to commute to a satellite office in Ontario where she oversees sales to Inland Empire school districts, health care facilities and government offices.

GTE is the telecommunications firm which is outfitting the Ontario Convention Center as the nation's most technologically sophisticated meeting facility. Ross joined the company after the break-up of the Bell Telephone system into a dozen regional entities in 1984.

It was a time when the industry was changing, Ross said, a time when she saw the advantages in leaving a law practice to join a company with the prospects of "a lot of changes and a lot of opportunities."

"When I joined GTE, there were very few people that came into the company out of school with a college degree who went into a management position," she said.

"Historically, employees worked their way up from a technical position and worked at night on earning their degrees. I was among the first group of people, certainly among the first group of women, who came in with an [advanced] education."

Ross moved from Chicago to the San Fernando Valley with her family in 1967; her parents considered moving

to New York City, but after visiting both areas, Southern California won out.

After graduating from high school in Tarzana, Ross attended Cornell University in upstate New York. She left there with a degree in industrial and labor relations and headed back to L.A. for a job with the National Labor Relations Board (NLRB).

While working at NLRB, Ross said, "They treated me like I never did well in my life; they treated me as a second-class citizen." Not because she was a woman, she said, but because she wasn't in the legal division — Ross worked in the investigations division.

To remedy her status, she attended the evening law school program at Loyola, then went to work in a Los Angeles-area law firm. She practiced labor law, representing management.

After four years, Ross said, she realized she "wouldn't live long" if she kept practicing labor law in L.A. "I got tired of clients who didn't tell the truth, other lawyers who lied through their teeth, and judges who wouldn't read your papers."

Her husband, Philip Levine — an administrative law judge — understood Ross' disillusionment. Levine lent his support to effecting a career change. Ross returned to school, graduating from the University of California at Los Angeles with a master's of business administration.

Two job offers came to Ross: a position with the accounting firm A.D. Little, and a marketing research position with GTE. She found the latter to be more interesting at the outset. Afraid she'd be

portive of one another.

With a love for travel that spans two decades, Ross last year visited: New Orleans; Mazatlan, Mex.; Costa Rica; Jordan; and Israel. She said she plans her free time for travel



Sheri Ross, vice president and general manager, GTE South Branch

stuck crunching numbers at the accounting firm, Ross opted to join the telecommunications firm with the prospect of seeing the transformation of the industry.

Responsible for surveying commercial customer needs and filling their demands for telecommunications products, Ross said, "I have worked in many different jobs here, requiring many different skills."

From early presentations of the over-sold potential of corporate video-conferencing, to the implementation of integrated switched digital networking (ISDN), Ross has been involved with meeting the market demands for a fast-growing technology. "My goal is for customers to think of GTE first for any telecommunications need."

Ross works out daily in the comfort of her home starting at 5 a.m. — she uses a treadmill and other exercise equipment.

"It's more cost effective and more convenient. I was fairly regularly taking clothes and cosmetics to the gym, and finding I was forgetting things."

She has two children: her son, Adam, works in Atlanta; her daughter, Sara, is graduating from college and looking for work. Ross said all the members of her family are independent people, but sup-



In a life-size poster, Sheri Ross is dressed as an Indiana Jones-type character to heighten interest during a year-long sales promotion. Commercial sales reps and engineering personnel are prompted to team up to seek a different "treasure" each quarter while enhancing customer service. The grand prize is a trip to Cancun, Mex.

but learned long ago not to buy a mass of souvenirs on impulse. Ross takes photos with an 8000-series Nikon, and saves her money and luggage space for only "one significant item" per trip — one thing that she knows is right when she sees it. While in Israel, Ross picked up a sculpture entitled "Be Fruitful and Multiply" by Leon Bronstein, an artist whose work is well-known in Los Angeles.

This year, Ross plans to visit the Virgin Islands — for the third time — the Bahamas and the Grenadines. She and her husband often travel with another couple, and Ross said she sees the United States in a different light after traveling and meeting with people from different cultures, sometimes hosting them during their travels.

— Gary Brodeur

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Employment Services/Agencies

Ranked by Number of Offices in the Inland Empire

Company Name Address City, State, Zip	I.E. Offices, Company Wide Yr. Estab. I.E.	Employees I.E. Prof. Recruiters	1995 Revenues	# of Searches/Year Search Area Type of Search Fee	Avg. Candidate Salary Range	Services	Top Local Executive Title Phone/Fax
1. AppleOne Employment Svcs. 1501 Rimpau, Ste. 105 Corona, CA 91719	8 89 1981	59 N/A	N/A	N/A U.S., Canada None	Varies	Temporaries Full-Time Clerical	Gregg A. Hassler Regional Director (909) 279-1100/279-1159
2. Kelly Temporary Services 1950 S. Sunwest Ln. Ste. 106 San Bernardino, CA 92408	6 1,000 1965	35 N/A	\$2.7 bil.	N/A	N/A	Temp., Temp. to Hire, Mktg., Lght. Ind., Clerical Tech. & Tech. Support	Laura Kubik District Manager (909) 381-8014/381-9676
3. Staff Control, Inc. 14150 Vine Place Cerritos, CA 90701	5 15 1983	50 5	N/A	N/A	N/A	Light Industrial Clerical Full-Time	Eddie Torres Area Manager (909) 351-3014/351-9975
4. Western Industrial Mgmt., Inc. 3243 Arlington Ave., #204 Riverside, CA 92506	5 6 1981	29 11	N/A	12 U.S. Negotiable	Varies by Skill	Lt. Industrial, Clerical, Accounting, Temp/Temp to Hire, Staff Leasing	Richard Rentschler Vice President (909) 275-9751/275-9499
5. Thomas Temporaries 6700 Indiana Ave., Ste. 165 Riverside, CA 92506	5 20 1969	18 N/A	\$34 mil.	N/A	N/A	Clerical Light Industrial	Kathy Bolte Area Vice President (909) 686-4111/274-0417
6. Interim Personnel 3633 E. Inland Empire Blvd., #133 Ontario, CA 91764	5 900 1946	18 3	\$1.5 bil.	N/A	Varies by Skill	Lt. Industrial, Technical Acctg. Div., Legal Div. Clerical, On Premise	Sandra Bolger Group V.P. (909) 948-7774/948-1479
7. Kimco Personnel Services 3333 Central Ave. Riverside, CA 92506	3 8 1988	15 10	\$14 mil.	N/A N/A 15%	N/A	Office Industrial Technical	Audrey La Cavera Area Manager (909) 686-3800
8. Culver Staffing Resources 3200 E. Inland Empire Blvd. Ontario, CA 91764	2 7 1986	13 N/A	N/A	N/A	Varies	Perm/Temp Office Support Adm. Support, Cust. Svc. Acctg., Marketing	Doris Thompson Area Manager (909) 989-3333/989-3962
9. Helpmates Staffing Services 9267 Haven Ave., #180 Rancho Cucamonga, CA 91730	2 10 1965	6 N/A	N/A	N/A	N/A	Clerical Accounting, Technical Light Industrial	Dan Struve CEO (909) 484-2688/484-2699
10. Olympic Personnel 600 N. Mountain Ave., #A-105 Upland, CA 91786	2 5 1983	10 25	\$14 mil.	N/A S.B./Riv. Ctys. None	Varies	Temporary Permanent Staffing	Mike Schell Vice President/Gen. Mgr. (909) 612-1588/612-1594

The following companies should have been included on this list but have failed to provide adequate data: Remedy Temp., Inc., Manpower Temporary Services, Olstein Staffing Services. N/A = Not Applicable, WND = Would Not Disclose, na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730. Researched by P. Swift. Copyright 1996 I.E.B.J.

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MAY 17

WOMEN & BUSINESS EXPO

QuickStart Program Provides Valuable Training

by Edie Boudreau

Even though Upland resident Douglas Kleist has 25 years of experience in banking, he realized he still had much to learn about the intricacies of becoming an entrepreneur when he decided to start his own construction business.

"What better place to learn the basics than at the Small Business Development Center," he said.

While at the Pomona Small Business Development Center (SBDC), Kleist learned about, and subsequently qualified for, the "QuickStart

Intensive Entrepreneurial Training" course. The eight-week course is taught by Gene Bohatch, an Encon Associates consultant who is working with the center and its companion, Citrus College's Center for International Trade Development (CITD). Cosponsored by Mt. San Antonio College, the Chancellor's Office of California Community Colleges and the U.S. Department of Defense, the program provides qualified students with 128 hours of class instruction, eight hours of individualized counseling, and four hours of personal instruction by a mentor in the same type of business.

The group of 14 aspiring business owners — which gathered four mornings a week for intensive training from Bohatch and other professional speakers — was selected from among 130 applicants.

"The selection committee at the Pomona SBDC picked people who demonstrated that they had a high chance of successfully completing the program and for success with the business they had chosen, and who were ready to start the process now," said Bohatch. "The ultimate goal is for them to have their business up and running by the end of the program in May. However," he added, "the SBDC/CITD will continue to be there for them — to counsel them if and when they need professional advice, as well as to give them moral support."

The training is designed to assist people who want to go into business for themselves after losing jobs because of military base closures or defense industry downsizing. The sessions, which were funded through a U.S. Office of Economic Adjustment grant, included classes on marketing, management, financing, sales, international importing/exporting, hiring and

managing personnel, tax issues, banking, governmental and legal issues, and entrepreneurial techniques. The sessions teach entrepreneurs to develop and refine business plans, design marketing plans, create their own promotional and accounting operations, and secure necessary start-up permits and licenses. The curriculum was designed by Southwestern College in San Diego, which also provided class materials.

Facilities for the QuickStart training course have been provided by the Southern California Edison

Service Center in Monterey Park. It is centrally located for the students; half of the prospective entrepreneurs attend from the Inland Empire, while the other seven commute from the Los Angeles area.

The student businesses are in various start-up or continuation phases and vary widely according to product or service. Kleist's company will build steel frame houses, which are rapidly becoming popular as the supply of quality lumber diminishes.

"Surprising to many, steel-framed houses are actually more

economical," said Kleist, "in addition to the fact that steel is termite-proof, fire-proof, and sturdier." Kleist is going into business with his son and son-in-law, who have considerable building experience.

Judy Wolf, from Claremont, plans to open an "Infant Learning Center" for the babies and preschool children of teachers. In addition to basic child care, Wolf will incorporate advanced learning processes in her program.

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Riverside Personnel Services

Since 1978, Riverside Personnel Services, founded by Sue Mitchell and Zelma "Zee" Beard, has assisted Inland Empire businesses by providing quality staffing. The firm specializes in the placement of full-time, part-time, and temporary support-staff and professional accounting positions.

directed us to Riverside. To live in a growing city with a small town warmth meets our personal and professional needs. We are committed through our community involvement to help preserve Riverside's uniqueness."

As they evaluate the last 17 years, Sue and Zee agree that one of their greatest rewards comes from realizing that people truly do recognize and appreciate good service.



Sue Mitchell and Zelma Beard

AWARD WINNING SERVICE

Riverside Personnel Services' consistent good service and commitment to the community has been rewarded the past few years through many awards.

- In 1989, Riverside Personnel Services was recognized as the Chamber of Commerce's Small Business of the Year.
- Sue and Zee were honored as Women Entrepreneur of the Year in 1991 by Inc. Magazine and Ernst & Young at their regional award dinner.
- The YWCA's Women of Achievement Award was presented to Sue and Zee in the partnership category in 1992.
- In 1995 the first Peggy Fouke Wortz Award was given to Sue Mitchell by the YWCA for philanthropic excellence.
- Cover story on the "Think & Grow Rich" national newsletter "Personal Crisis Leads to Powerful Partnership" August 1995.



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CORPORATE PROFILE

A Touch of the Caribbean in Upland

Placing Caribbean motifs in a tropical atmosphere, Likkle a Dis, Likkle a Dat expanded recently to serve as the Inland Empire's newest and most innovative meeting and banquet facility. The unique business locale in Upland functions primarily as a cultural artifacts distributor, an exotic floral center, a commercial graphic design firm and



Yolanda D'Oyen

dio's display of renderings retained from commissioned architectural projects. "That's how the gallery was born; when our architectural projects were finished, the original pieces were added to our collection."

D'Oyen said she has worked with numerous minority artists over the years on public design projects and privately commissioned contracts; the originals and comprehensive renderings returned from those projects helped grow Likkle a Dis, Likkle a Dat's gallery. It now features works by internationally renowned artists from the Caribbean — the roster includes Charles Bibbs, Bernard Hayes, Alex Beaujour and Edwin Harris.

The firm's Afro-centric and tropical floral designs are noteworthy. D'Oyen's Los Angeles Convention Center trade show booth design at "Location Expo" took first place. "We beat Hawaii!" with the Jamaican Film Commission entry, she said. Likkle a Dis, Likkle a Dat recently added Loews Santa Monica Beach Hotel to its list of floral design clients for reception displays.

Striving to provide something for everyone, D'Oyen explained, her 14-year-old business expanded in October 1995 to offer the decorative meeting facility as its latest creative addition.

Designed with tropical and Caribbean motifs, the new meeting facility sets out to capture the hearts of patrons from various walks of

life. It also serves to provide a vital forum for business owners, event planners and service organizations to showcase a variety of products and services to the community.

The banquet facility occupies about 2,800 square feet, or enough floorspace to accommodate about 200 guests, according to D'Oyen. Some of the numerous activities already scheduled are entrepreneurial and financial seminars, health and fitness workshops, and a host of social gatherings and meetings which range from community and economic development sessions, to private receptions, dances and parties.

"Our new banquet-meeting facility offers an excellent opportunity for the community to utilize

cially "African Marketplace" which takes place the last three weekends of August in Rancho Cienega Park in L.A.

The center's third year in Upland will be celebrated in July. D'Oyen said she chose to reopen the business there because she lives in the area and it is centrally located for her Los Angeles, Orange County and Riverside customers. She expressed confidence in the drawing power of the location near I-10 in the retail corridor between San Bernardino and Los Angeles counties.

"I saw a real need in the Inland Empire; it is lacking a cultural diversity usually found on the West Side of Los Angeles," D'Oyen said. "People keep telling me I should be



A shopper at Likkle a Dis, Likkle a Dat's gallery is fascinated by the works of Caribbean craftsmen and artists such as Charles Bibbs and Bernard Hayes.

positive energy in a unique and comfortable environment," said D'Oyen. "It will serve as a major tool for educational, economic and social development of our community."

D'Oyen anticipates her design center and banquet hall will become the chosen site for numerous popular community business and service organizations seeking to network and cultivate new business. Event attendees can look forward to gathering in a fun and culturally rich environment, she said.

The Jamaican-reared designer had a studio in Los Angeles for a short time, and kept it alive with her clientele during 1991-93 by participating in special art shows, espe-

on the West Side of L.A., but I am creating my own 'West Side' — of the Inland Empire."

The best time to meet D'Oyen and her busy staff is during the lunch hour; Likkle a Dis, Likkle a Dat is open Monday through Saturday. D'Oyen will be in Jamaica during June on her annual trek to shop for a new stock of handcrafted and seasonal items.

— Gary Brodeur

The address for Likkle a Dis, Likkle a Dat is 521 N. Mountain Ave., Suite E, Upland, CA, 91786. D'Oyen may be reached by telephone at (909) 931-1034, or by fax at (909) 931-1035.

There's Room in the Radio Booth for Mother and Child

by Paul Hughes

Balancing a career and a newborn child would be a daunting task for anyone. Cindy West got by with help from her friends.

West, the morning disc jockey at rock and roll radio station KXXX-95.9 FM, — "The Burner" — in Barstow, had her first infant son Gunnar with her for 10 months as she broadcast live daily from a small studio filled with compact discs and radio engineering equipment.

"They insisted I bring the baby in; I didn't ask," the perky, popular morning host said. Listeners, she added, got a kick out of hearing the toddler cry in the background.

"A lot of people wouldn't think a rock and roll station would be a family place, but it really is," said West, who stopped bringing her son with her after 10 months. Gunnar is now a year old.

"Aside from having her son at arm's reach while on the air five days a week, West may be breaking ground in other ways. She knows of no other women presiding over a popular 6 to 10 a.m. time-slot.

"I'm the only woman who does morning as far as I know," she said. "It's definitely a male-dominated time slot, not that it's a male-dominated industry."

West has worked for the only classic rock and roll station in the High Desert for seven years and spins discs by the likes of the Doors, the Beatles, Elton John and others of the '60s and '70s. A common feature of her Monday through Friday show is the "What's in my box" guessing-game segment. A door hinge creaks, a lid may shut. Callers with correct answers win

prizes. She got the idea for the gimmick from a friend at a radio station in Anaheim.

Some of the highlights of her career are the fund-raisers the radio station has conducted on the air for worthy causes, such as for victims of the Laguna Beach and Hemet fires a few years ago, and the campaign to collect for the needy during the winter holiday season.

West, a 1984 graduate of Big Bear High School and a native of the ski resort town, "sort of fell

into" radio. A former insurance sales representative, she moved to Barstow in 1987 and tried to land a sales job at a now-defunct radio station. When they told her she was too young, West accepted a position doing engineering studio work at the station.

With no experience, she soon after landed her current position as DJ at The Burner. There, she has seen the station go through two other formats, hot adult contemporary and oldies.

Bob Wellman, sales manager at the station, attributes West's popularity to her commitment to worthy causes and her upbeat nature.

"Cindy's got that effervescent glow about her that you just can't help but like," he said. "She is what I would call a consummate professional."

And a mother-to-be again. West, who is three months pregnant, hopes to be able to again have a child at her side as she continues her daily, early morning broadcasts.

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Law Firms

Ranked by Number of Attorneys in the Inland Empire

Firm Address City, Zip	# Attorneys in I.E. # Partners in I.E.	Specialties	Clientele	# Offices in I.E. # Offices Co. Wide	Office Manager in I.E. Title	Local Managing Partner Title Phone Fax
1. Best, Best & Krieger, LLP 3750 University Ave. Riverside, CA 92501	105 52	Litigation, Natural Resources & Environmental, Business	Cities of Fontana, Corona, Western Municipal Water District Metro. Water District, Bourns	4 5	Doyle Letbetter Administrator	Christopher L. Carpenter Managing Partner (909) 686-1450 (909) 682-4612
2. Gresham, Varner, Savage, Nolan & Tilden 600 N. Arrowhead Ave., Ste. 300 San Bernardino, CA 92401	24 17	Corporate, Business, Real Estate, Mining, Taxation, Litigation, Estate Planning, Environmental	WND	2 2	N/A	Bruce Varner Managing Partner (909) 884-2171 (909) 888-2120
3. Covington & Crowe 1131 West Sixth St., Ste. 300 Ontario, CA 91762	24 14	Municipal, General Civil Litigation, Real Estate, Tax, Employment, Estate Planning, Probate, Family, Business Law, Bankruptcy	City of Ontario, Food 4 Less, Directors/Norwest Mortgage, Southern CA Housing Dev., Casa Colina, CA State Bank	1 1	Kim Navarro Holme Administrator	Edward Hopson Co-Managing Partner (909) 983-9393 (909) 391-6762
4. Thompson & Colegate 3610 Fourteenth St. Riverside, CA 92501	22 9	Civil Litigation, Real Estate, Construction, Estate Planning, Workers Comp.	Insurance Companies, Auto Companies, School Districts, Hospitals, Govt. Agencies	1 2	Linda Asam Office Manager	Jack Marshall Managing Partner (909) 682-5550 (909) 781-4012
5. Reid & Hellyer, P.C. 3880 Lemon St. Riverside, CA 92501	18 10	Litigation, Labor and Employment Law, Land Use, Zoning, Probate, Estate Planning, Environmental	WND	1 1	Ron Hill Administrator Sheila Carter Assistant Administrator	Richard D. Roth President (909) 682-1771 (909) 686-2415
6. Schlecht, Shevlin & Shoenberger 801 E. Tahquitz Cynn Wy. Ste. 100 Palm Springs, CA 92262	18 4	Real Estate Law, Commercial & Business Litigation, Probate & Estate Planning, General Business Law, Family Law	WND	1 1	Charlene Treach Office Manager	Daniel T. Johnson Managing Partner (619) 320-7161/323-1758
7. MacLachlan, Burford & Arias 560 East Hospitality Lane, 4th Floor San Bernardino, CA 92408	16 7	Insurance Defense Personal Injury Civil Litigation	Insurance Companies, Cities, Counties, Governmental Agencies	4 4	Carol Espinosa Office Manager	Michael Mugg Managing Partner (909) 885-4491 (909) 888-6866
8. Thomas, Luebs & Mort 3403 Tenth St. Ste. 300 Riverside, CA 92501	15 7	Business, Real Estate, Securities & Finance, Environment, & Public Law; Civil Litigation	WND	1 1	April Van Wye Office Administrator	William E. Thomas Managing Partner (909) 788-0100 (909) 788-5785
9. Redwine & Sherrill 1950 Market St. Riverside, CA 92501	13 6	Condemnation & Water Law, Civil, Business & Tax Litigation, Real Estate & Business Law, Tax & Estate Planning, Probate	N/A	2 2	Kathy Hedges Administrator	Gerald Shoaf Managing Partner (909) 684-2520 (909) 684-9583
10. Rose, Klein & Marias 320 N. "E" St., Ste. 400 San Bernardino, CA 92402	11 4	Workers' Compensation, Personal Injury, Asbestos Litigation	Individuals	2 8	N/A	Robert I. Vines Managing Partner (909) 884-6014 (909) 885-0777
11. Genson, Even, Crandall & Wade 3401 Centrelake Dr., Ste. 650 Ontario, CA 91761	11 5	Insurance Defense, Corporate Defense, Medical Malpractice, Products Liability, Insurance Coverage	Insurance Companies, Auto Companies, County of Riverside, County of Los Angeles, Financial Companies	1 4	Kathi L. Lewis Office Administrator	Curtis L. Metzgar Director (909) 390-4811 (909) 390-1907
12. Stanfield & Warner, Inc. 412 W. Hospitality Ln., Ste. 300 San Bernardino, CA 92408	10 5	P.I., Insurance Defense, Premises & Products Liability, ADA Claims Employment Law	Insurance Cos., Co. of San Bern., Builders, Self-Insured Companies, Contractors	1 1	Penny Boettcher Office Administrator	G. Stanfield/C. Warner Co-Owners (909) 381-3334 (909) 889-2007
13. Furness, Middlebrook, Kaiser & Higgins 1411 North "D" St. San Bernardino, CA 92405	9 4	General Trial Practice, Insurance Defense, Insurance Coverage	Insurance Companies, Self-Insured Governmental Entities, Self-Insured Companies	2 2	Lorie Hobday Administrator	James A. Higgins Managing Shareholder (909) 888-5751 (909) 888-7360
14. Wilson, Borrer, Dunn & Davis 255 North "D" St., Ste. 307 San Bernardino, CA 92401	7 5	Personal Injury, Insurance Defense, Civil Litigation, Civil Appeals, Estate Planning, Trusts, Wills, Probate	Travelers Insurance Co., University of CA, Citation Ins., Indemnity, Cities of Colton, Redlands, Upland, Chino, San Bernardino	1 1	Thomas M. Davis Managing Partner	Thomas M. Davis Managing Partner (909) 884-8855 (909) 884-5161
15. Allen, Rhodes & Sobelsohn One Lakeshore Centre 3281 Guastl Rd., Ste. 800 Ontario, CA 91761	6 2	Workers' Compensation Defense	Insurance Companies, Self-Insured Employers	1 5	Marjorie Christopherson	Peter G. Karikas Managing Partner (909) 390-7840 (909) 395-0622
16. Lewis, D'Amato, Brisbois & Bisgaard 650 East Hospitality Lane, Ste. 600 San Bernardino, CA 92408	6 3	Public Entity Defense, Insurance Litigation, Business & General Litigation	Various Cities, School Districts, and Numerous Insurance Carriers	1 5 (CA)	Patti Harjehausen Office Manager	Kenneth T. Kreeble Managing Partner (909) 387-1130 (909) 387-1138
17. Bloom, Rudibaugh & Jeglin 3550 E. Florida Ave. Hemet, CA 92544	4 4	Personal Injury, Family Law, Bankruptcy, Criminal, Estate Planning, Probate, Real Estate, Tax Law	N/A	2 2	Kathy Bloom Partner	Kathy Bloom Partner (909) 925-9464 (909) 925-1520
18. Parker, Stanbury, Babcock, Combs & Bergsten 290 North "D" St. Ste. 400 San Bernardino, CA 92401	4 2	P. I. Defense Litigation, Employment Law, Insurance Coverage, Workers' Compensation Defense	Allstate Insurance Co., Allied Ins. Co., United Services Auto Assoc. (USAA), Consolidated Freightways	1 4	Mila Owen Office Manager	Graham J. Baldwin Managing Partner (909) 884-1256 (909) 888-7876
19. Graves & King 1317 W. Foothill Blvd., Ste. 200 Upland, CA 91786	4 1	Government Liability, Real Estate Law, Construction Defect, Products, Professional and Premise Liability	County of San Bernardino, Lewis Homes Mgmt., ARCO Products, Prudential California Realty, Hassen, Rheem, CIGNA	2 2	Patrick L. Graves Managing Partner	Patrick L. Graves Managing Partner (909) 946-8063 (909) 981-5517

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GETTING THE MOST OUT OF YOUR ATTORNEY

The law has become so complex and specialized that it is extremely important to choose an attorney who is an expert in the matter for which you need legal assistance. By finding the right attorney for your particular case, you will be able to obtain the representation you need and get the most out of that relationship.

Start your search by making a list of all the qualifications you are looking for in an attorney.

Ask your family or friends if they know of an attorney practicing in the specialty your case requires.

Another source for referrals is another attorney. If you already have an attorney for estate planning, he or she could refer you to a colleague to handle the legal assistance that you seek.

The American Bar Association is available to refer you to a short list of attorneys in your area that have the needed experience.

Once you obtain names of attorneys with experience in the specialty you require, go to a public library or a law library and consult the reference book *Martindale-Hubbell* for more detailed information on individual attorneys. This bit of research

will tell you something about the attorney's qualifications.

The only way to find out whether the considered attorney is right for you, and if you are comfortable with the attorney, is to talk briefly with her about your case. Find out what she believes she can do for you. Then you can decide if you want to meet with that attorney or talk with another one.

Prepare by summarizing your situation. Develop a list of questions that you will ask to find out more about the attorney.

Verify that the attorney specializes in the field of law you are looking for. Ask about fees. Is there a charge for the initial consultation? Will you be charged a flat fee or an hourly rate, on contingency or by retainer?

When you have chosen an attorney and are ready to meet with him or her, be prepared to bring all the information you have relating to your matter of concern.

Answer any questions the attorney may have about you and your situation, and be ready with your own questions. They should include:

- Does the attorney believe he

has a conflict of interest that would prevent him from representing you?

- What is the attorney's initial reaction to your legal situation?
- Does your attorney believe that you have legal grounds for action?
- What is the attorney's opinion for your chances of success?
- Will the attorney be handling your case personally?

The attorney-client relationship is a two-way street; attorney and client each have certain obligations to the other.

The attorney's obligations include:

- Providing the client with periodic telephone or written updates.
- Responding to your telephone inquiries.
- Advising you of, and consulting with you about, offers made by the opposing party.
- Ensuring total confidentiality — this responsibility extends to the attorney's staff.
- Obtaining the client's permission, if and when it becomes necessary, to answer questions on behalf of the client or provide information about the case to an

attorney associate.

Clients have the following obligations:

- Being available to the attorney to answer questions or to provide information.
- Being entirely honest with the attorney, even if your answers are not what you think the attorney wants to hear.
- Clearly stating whether you wish to become involved in doing some of the legwork in your case.
- Calling the attorney as soon as possible with any new occurrences or information that may affect the case.
- Being prepared when consulting with the attorney; don't waste time shuffling through papers when you meet, especially if you are billed by the hour.

Being prepared with all pertinent and required information, and being aware of what the obligations are between you and your legal counselor are the best ways to get the most out of your attorney; you both know what has to be done and when it needs to be done.

—Robert W. Belsky

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Christopher North, May, 1830

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Sir William Davenant
1606-1668

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Law Firms continued from Page 12

Firm Address City, Zip	# Attorneys in I.E. # Partners in I.E.	Specialties	Clientele	# Offices in I.E. # Offices Co. Wide	Office Manager in I.E. Title	Local Managing Partner Title Phone Fax
20. Mannerino & Briguglio 9333 Baseline Rd. Ste. 110 Rancho Cucamonga, CA 91730	3 2	Corporate and Business, Real Estate, Personal Injury, Bankruptcy, Family and Criminal Law	WND	1 1	Teri Bellon Office Manager	John D. Mannerino General Partner (909) 980-1100 (909) 941-8610
21. Vinnege, Gafney & Gladson, Inc. 255 W. Foothill Blvd., Ste. 210 Upland, CA 91786	3 3	Estate Planning, Probate, Elder Law Conservatorships, Guardianships	Pomona First Federal Trust Dept. & Individuals	1 1	N/A	George W. Vinnege Managing Partner (909) 931-0879 (909) 931-9219
22. Knobbe, Martens, Olson & Bear 3801 University Ave., Ste. 610 Riverside, CA 92501	2 1	Intellectual Property Law, Patents Copyrights, Trademarks	Hunter Engineering Loma Linda University Bird Products	1 3	Laurel Weiler Office Manager	William Nieman Partner (909) 781-9231 (909) 781-4507

N/A = Not Applicable WND = Would Not Disclose na = not available The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by P. Swift. Copyright 1996 Inland Empire Business Journal.

Panel Formed to Hear Environmental Issues Disputes

The American Arbitration Association announced the formation of the California/Nevada Environmental Panel, a dual-state roster which offers a select panel of neutral arbitrators and mediators specially trained to handle a wide variety of environmental conflicts in California and Nevada.

The panel was established in an effort to expedite environmental dispute resolution, and to offer an alternative to the increasingly congested court calendars prevalent through-

out the states. The program will continue to offer California and Nevada residents the benefits of the association's 70 years of experience in providing high quality alternatives to traditional litigation.

"The association has gone to great lengths to ensure that only the most qualified and experienced individuals, including high-profile environmental litigators, will serve on the panel," said Rocco Scanza, vice president of panel relations. "We are thrilled to be able to offer these

highly trained arbitrators and mediators to help resolve environmental disputes in a more timely and cost effective manner."

Environmental-related disputes comprise a growing percentage of the 62,000 cases filed annually with the American Arbitration Association. California, in particular, is home to a significant portion of these cases. The blue-ribbon environmental panel, composed of leading industry experts adhering to the association's national Environmental Dispute Avoidance and Resolution Guidelines, will provide parties involved in environmental disputes with even greater incentives to forego standard courtroom litigation in favor of alternative dispute resolution.

Potential disputes may involve issues related to land use, natural resource management and public land use, water resources, energy,

air quality, solid and hazardous waste, and toxic substances.

Parties may mutually select the arbitrator from the association's nine environmental and legal professionals based primarily throughout California and Nevada. The process is less formal than standard court litigation and the panel itself is comprised of judges and attorneys who have been rigorously screened and trained in dispute resolution techniques.

Included in the group are the following individuals: Ernest C. Brown of Brown, Pistone, Hurley & Van Vlear, Irvine; Richard Chernick, Esq., of Los Angeles; William N. Kammer of Gray Cary Ware & Freidenrich, San Diego; Raymond C. Marshall of McCutchen, Doyle, Brown & Enersen, San Francisco; Paul

continued on Page 65

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Retiring Director Sees Bright Future for the Inland Empire

by Marc T. Edwards

Growth, economic prosperity and a high standard of living.

Pipe dreams? Not according to Wesley McDaniel, executive director for the San Bernardino Associated Governments (SANBAG).

San Bernardino County is experiencing the very upsurge in business and industry that it needs, McDaniel said. "We're growing at a rapid pace. One of the things that's happened in just the last couple of years is an upsurge in industry. Much of it consists of distribution and warehousing which is not very labor-intensive or highly-paid. But we've achieved quite a bit of business success and we're growing by leaps and bounds."

Cultural sophistication is another area of growth that McDaniel is looking at. "I think that the coming-of-age of Cal State San Bernardino is part of that trend toward sophistication that is happening in our county," he explained. "Educational institutions, cultural and social institutions and corporate headquarters are all a part of the integrated sort of growth that we need."

McDaniel looks at business and cultural trends that are already operative in the Inland Empire and sees great potential in them.

"I look at things like the new Ontario [International] Airport terminal, the Penski racetrack, the growth of the Blockbuster facility and the baseball institutions," he said. "You may think that these are small things, but when combined, they are elements of our community that can seriously impact the future. I think that your publication is a definite part of that sophistication as well. We don't have anything else in a media sense that covers the Inland Empire in a highly credible way."

McDaniel, who will be retiring this year after 23 years with SANBAG, says that he is proud of the role that his organization has played in the economic development of San Bernardino County and the Inland Empire.

"In the last three years we took on a new task for ourselves, which was to assist in economic development," he said. "This was during the period when the Inland Empire Economic Partnership was at a low ebb."

According to McDaniel, there was a degree of confusion and drift on the part of private business leaders. "I think that this is where our

help was needed," he explained. "Our people felt that economic development was critical in the county and so we got into this just to be of assistance to the private business organizations."

McDaniel said that SANBAG played a vital role in helping the Inland Empire Economic Partnership to get back in action. "I think that what we did was to provide some stability that was of assistance to them. They're up and running very strongly now."

SANBAG was organized in

1973 as a transportation agency, but McDaniel said that the agency outgrew that narrow definition almost from the start. "SANBAG primarily is known as the county transportation commission, and as the agency that administers the Measure I [half-cent] transportation sales tax; but SANBAG wears a half-dozen hats in the performance of its responsibilities."

Regarding the Measure I funds, McDaniel explained that it was SANBAG that placed the issue before the voters in 1989. "It's a 20-

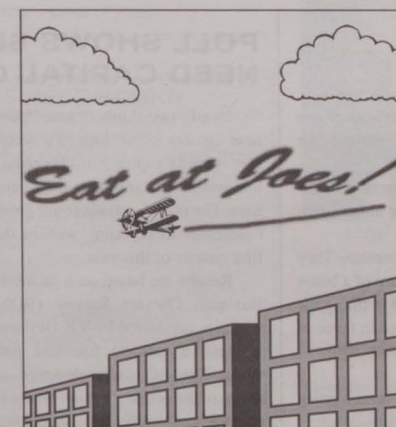
year tax and the voters passed it with a 58 percent vote," he said. "The bulk of money — about 60 percent — goes to about five designated freeway projects."

Those projects are: Route 30, Route 71, I-10, and two different sections of I-215 through San Bernardino. Route 71 is under construction, and construction of Route 30 will begin in 1997.

"I think that the greatest accomplishment of SANBAG is the cre-

continued on Page 61

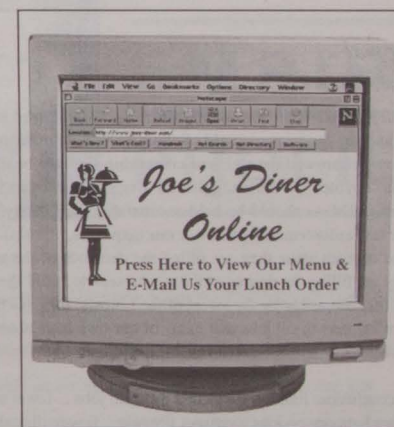
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PRO & CON

Resolved: The Governor's proposed 15 percent across-the-board tax cut should be passed by the legislature.

PRO: by Michael Boskin, a member of the Task Force on California Tax Reform and Reduction, and by Secretary Julie Meier Wright of the California Trade and Commerce Agency

This tax cut is critically important for California's continued economic growth. By stimulating our economy and making California more competitive for investment and job creation, it will create an additional 250,000 jobs over the next five years.

Our state is finally recovering from a deep recession, but we can't allow ourselves to become complacent. Gov. Wilson's tax cut will provide an insurance policy for continued economic growth.

Despite recent improvements to California's jobs climate, California's taxes remain far higher than our competitors'. Last year, 29 other states cut taxes. This year, 23

states are considering tax cuts. Some of California's major competitors don't even have an income tax.

Gov. Wilson's prudent tax cut will move California from a high tax state to a moderate tax state, while still providing substantial increases in spending for education and other priorities.

Combined with Gov. Wilson's spending reforms, welfare overhaul, regulatory streamlining and education reforms, this tax cut will help ensure that California has the future of dynamic economic growth that our children deserve.

California is in competition with other states and nations for job-creating business investments. California not only has the highest corporate tax of any Western state, but the competition is getting tougher.

According to the Center for the Study of the States, 29 other states

cut their taxes in 1995, and 23 states plan to cut taxes this year.

California's top personal income tax rate of 9.3 percent ranks higher than any of our major competitors, including Washington, Texas, Nevada, New York, Florida, Arizona, Utah, Idaho, New Mexico and Oregon.

In a recent survey, four out of five business leaders say California's heavy tax burden is hurting job creation.

Gov. Wilson's tax cut, AB 2033 by Assemblyman Jim Brulte, R-Rancho Cucamonga, proposes:

a 15 percent across-the-board reduction in personal tax rates, phased in over three years, that will reduce the current range of 1 percent to 9.3 percent, to a range of 0.85 percent to 7.91 percent by 1999;

a 15 percent reduction in the bank and corporation tax rate, phased in over three years, that will reduce the current rate of 9.3 per-

cent to 7.9 percent by 1999; a 15 percent reduction in the alternative minimum tax rate, phased in over three years, from the current rate of 7 percent to 5.95 percent by 1999;

a reduction of the gross premium tax on annuities from the current 2.35 percent to 0.5 percent by 1999.

Lower-income families will have a greater income tax reduction than wealthier families; 359,000 families will go off the tax rolls completely.

According to the Hoover Institution, the tax cut would create new jobs for 50,000 Californians each year for the next five years, for a total of 250,000 new jobs by 2001.

Editor's note: The California Teachers Association was invited to submit an opposing view, but a response was not received by deadline.

POLL SHOWS SMALL BUSINESSES NEED CAPITAL GAINS TAX CUT

Nearly two-thirds of small business owners responding to a recent survey said a capital gains tax reduction would help stimulate their business. The poll also finds fewer small businesses to be doing well in the first quarter of this year.

Results are based on a quarterly Business Owners Survey (BOS) which is conducted by VR Business Brokers, a national franchise network. The BOS was designed to measure the country's small business climate and gauge economic optimism on a systematic basis to identify roadblocks for small businesses.

When asked whether a capital gains tax reduction would help their business, 73 percent of small business owners who have an opinion of the effects of a capital gains tax cut said they believe it would help their business. Only 27 percent said they believe it would not help.

Close to one-third of all respondents said they did not know what impact such a tax reduction would have on their business.

"A capital gains tax cut would stimulate the health and growth of the small business economy," said Cathy Vallevien, president of VR Business Brokers. "This type of tax help would allow small business owners to reinvest in their business, people, and help to expand our economy."

Brian Thiebaux of Victoria Business Group in Riverside, one of 13 VR Business Brokers franchises in the state, said there is solid interest locally for food industry outlets — expresso bars, fast food locations and mini-marts — generally because they are easy to run.

Thiebaux said he contributes to the national report by conducting frequent surveys of Inland Empire businesses and is finding "a lot of first-time buyers due to downsizing in public agencies and private businesses."

Although 50 percent of the small business owners participating in the research survey said the outlook for their business is optimistic, fewer said their business is currently on an upswing.

Forty-two percent of the respondents said their business is improving, reflecting a decrease of 2 percent from previous quarter findings.

Signifying a rebounding economy on the West Coast, small businesses here are doing better than their East Coast counterparts for the second straight quarter.

Respondents to the survey totaled 723: West Coast respondents numbered 401, and there were 322 on the East Coast. The margin of error for the survey was undisclosed.

— BusinessWire and staff reports

The American Dream is Alive and Well With Women

More Than Half of Women Have Dreamed of Starting Their Own Business

The American Dream of starting a business is as much a reality for women as it is for men. In fact, the Small Business Administration expects half of all small businesses to be owned by women within the next four years. So it should come as no surprise that 57 percent of women have dreamed of starting their own business, according to a recent national survey conducted by QuickBooks, a leading small business accounting software title.

Why are women so eager to own a small business? Top reasons cited by women in the QuickBooks survey include wanting to be their own boss (48 percent) and seeking a sense of accomplishment (21 percent). Interestingly, few women cited the opportunity for financial reward as a primary motivation in starting a business (18 percent).

"This survey confirms that women aspire to be small business

owners for reasons other than just financial gain," said Jane Wesman, author of *Dive Right In, The Sharks Won't Bite*. "Among the reasons we see an increase in female-owned businesses is that women are seeking more flexible working schedules, and new technology provides them with the tools to start and run their own businesses."

Female-owned businesses already create more than 11 million jobs in the United States and employ more workers than the Fortune 500 companies. Women-owned businesses' success rate scores higher than the national average — with 72 percent of women-owned firms still in business today.

So what's the secret to success? According to the QuickBooks survey, 73 percent women agree that the ability to manage all parts of the business — including the finances — is important for starting a small business. Yet, many are uncomfortable with the numbers side of running a small business.

"Small business owners can get

help with the accounting side of the business by investing in the latest computer and software technology," said Wesman. "Small business accounting software like QuickBooks makes the process easy, and helps put you in control of your business by allowing you to easily write checks, record sales, manage inventory, keep accurate tax records and understand where your money is going."

Wesman recommends the following "Sharkproof Strategies" for women who want to start their own business:

- Create and develop a business plan to help you clarify your needs and define your objectives. Your plan should cover everything from pricing to production, financing to sales.

- Identify your market. Create

your own market survey by pinpointing your prospective clients and discovering what they think of your potential product or service.

- Locate the financing to launch your business. No matter what kind of business you want to start, you'll need capital to launch it. If you finance your new venture yourself, make sure you develop and maintain a good credit rating. For outside financing, consider contacting the Small Business Administration, which has taken action to guarantee loans for women before they approach lenders.

- Take advantage of technology. Give yourself more time to devote to your business by using technology to automate tasks. Consider investing in software such as QuickBooks, sales.

continued on Page 72

Editorial ...

continued from Page 6

But when people enter the country illegally, are involved in mayhem on our roads, and sue the treasuries of U.S. taxpayers, how many more insults to the common welfare and the rights of citizenship shall we bear?

The "coyotes" — the smugglers of illegals, 'traffickers in human misery,' they are called — should be held accountable. Ultimately, they should pay, not our law enforcement agents nor our taxpayers.

The coyotes argue they are filling the demands of the marketplace. They say they are filling the desires of those who seek to fulfill the dream of a better way of life, ostensibly by the sweat of their brows; they say they are filling the need for laborers to fill jobs that many of our own have abandoned in favor of a hand-out.

In conclusion: limit welfare ... fill jobs; fill jobs ... fewer tax revenues going to welfare support; no jobs to attract illegals... fewer illegals.

Senate Bill Violates Taxpayers' Rights

Local governments are at it again, and going for an end-run around the California taxpayers. Proposition 13 should have made it sufficiently clear that Californians are fed up with government overspending, but our legislators clearly are not getting the message.

Prop. 62 should have served as a sort of second notice to the "big spenders," but its passage apparently went unnoticed. What else can the taxpayers conclude when every legal means available has been employed to circumvent the will of the people and the democratic process?

Now, county and city governments are pushing for the passage of Senate Bill 1590 which will cancel all tax refund obligations prior to Dec. 14, 1995. What a boon to the big spenders that will be, especially considering that SB 1590 will keep all laws on the books that boosted taxes prior to that date.

Are the big spenders to have their cake and eat it too? Apparently so, but there is a solution to this legalized theft. California taxpayers can send a clear message to Sacramento that SB 1590 is a violation of the public trust and the democratic system. Our leaders in this fine state should be made to understand that they will be looking for new means of employment if they support this heinous legislation.

INLAND EMPIRE PROFILE



Lloyd W. Klefstad

Occupation: Airport Manager.

Short Biography: Born in Minnesota. Lived in California since 1956. Been in the airport business for 18 years; 5 months at Ontario International Airport.

Family: Wife, Mariette; children, Gregg and Kristen; granddaughter, Shauna.

Hobbies: Computer, auto racing, biking, playing chess and learning golf.

Prior career: Chief of construction and maintenance at Los Angeles International Airport (LAX).

Affiliations: LAX Kiwanis, BOMA.

Major accomplishments: Created a successful alternate fuel and recycling program at LAX.

Personal accomplishments: Happy and successful marriage and a close loving relationship with children.

Best things about the Inland Empire: Tranquil setting with a strong, dynamic future.

What is your greatest concern? Crime and the pollution of our environment.

Last book read: *The Rainmaker* by John Grisham.

Favorite drink: Green Mango juice.

Last vacation: Fiji Island.

Favorite sport: Auto racing.

Favorite restaurant: Sycamore Inn, Rancho Cucamonga.

Last movie seen: *Grumpier Old Men*.

City of residence: Ontario, Calif.

BEST SELLING BUSINESS BOOKS

Here are the current top 10 best selling books for business. The list is compiled from information submitted by retail bookstores located throughout the United States.

1. "Make It So," by Wess Roberts and Bill Ross (Pocket Books ... \$22.00) (3)*
2. "First Things First," by Stephen R. Covey (Simon & Schuster ... \$23.00) (1)
3. "How to Drive Your Competition Crazy: Creating Disruption for Fun and Profit," by Guy Kawasaki (Hyperion ... \$22.95) (2) A way of beating much larger competitors.
4. "Raving Fans," by Kenneth Blanchard and Sheldon Bowles (Morrow ... \$20.00) (5)
How to make present customers a public relations resource.
5. "Beardstown Ladies Common-Sense Investment Guide," by Leslie Whitaker (Hyperion ... \$19.95) (4)
How an investment club's performance beat the stock market's gains.
6. "The Road Ahead," by Bill Gates (Viking/Penguin ... \$29.95) **
America's best-known company chairman peers into the future.
7. "Low-Profile Selling: Act Like a Lamb ... Sell Like a Lion," by Tom Hopkins (Tom Hopkins Int'l ... \$24.95) (8)
8. "The Warren Buffett Way: Investment Strategies of the World's Greatest Investor," by Robert Hagstrom (Wiley ... \$24.95) (6)
9. "Microsoft Secrets," by Michael A. Cusumano and Richard Selby (Free Press ... \$30.00) (7)
10. "Discipline of Market Leaders," by Michael Treacy and Fred Wiersema (Addison-Wesley ... \$25.00) (9)
How to focus on your market and gain a major market share.

(3)* — indicates a book's previous position on the list.

** — indicates a book's first appearance on the list.

Returning to School? — Some Secrets for Success

by Christine Watson Bozar

As an administrator for a master's program, my door is always open to prospective students. Their goals include career advancement, professional development, career transitioning and even personal enjoyment.

Although the goals vary, most potential students share common concerns. I call these S.T.A.R. concerns: support systems, time, apprehensions, and resources. Almost every adult student struggles with these issues. The difference is that successful students find solutions.

Support systems

Regardless of their field of endeavor, successful people enlist the help of others. In other words,

they set up support systems. Successful students enlist the support and assistance of family and friends; they line up extra babysitters, make special appeals to grandparents, and trade off carpooling duties. A solid support system helps students deal with the occasional, but inevitable, crisis that is bound to happen. Children get sick when final presentations are due and spouses go out of town on the only night study groups can meet.

Employers are another source of support. Employers have a vested, and sometimes financial, interest in employees who return to school. Many companies allow changes in work schedules to accommodate school nights.

Think about ways to keep your support system healthy. Discuss

your plans in advance with those from whom you will need the most help. Generously sprinkle "thank yous" to your supporters. Support keeps coming when your support team feels appreciated.

Time

Time is one of our most precious commodities, always in short supply. The role of a student requires a large expenditure of time. Preparing homework assignments, writing papers, and doing research are time consuming.

Ironically, finding the time to return to school means that time needs to be spent pre-planning this new adventure. Few people would consider taking a one week vacation without making reservations. Why think life can be altered for several years without advance planning? The up-front time spent preparing for a major life change is time well spent.

I find that the most successful students are the most organized and masters of time management. They schedule classes around business trips (and vice versa), buy laptop computers to do homework on planes, and they rarely leave home without their textbooks. In other words, they have taken the time to plan their lives.

Where do students find the time to take on an extra demand? Some wake up a little earlier, go to sleep a little later, put hobbies on hold for awhile, go food shopping on the way home from school, and start taking public transportation to read homework assignments. One student told me she gave up reading her beloved "trash" novels while school was in session. Not surprisingly, successful students become more organized as their academic careers progress.

Apprehensions

Returning to school involves risk and all risks involve apprehensions. It would be unnatural if it were otherwise. Apprehensions can be good, if we don't let them sweep us away. Apprehensions help in our decision making process. They force us to ask questions of ourselves and of others, such as: Is this even the right career move to make? Others include, "I'm older and have been out of school for years; will I be accepted by the

school and my fellow students?"

Older students often have apprehensions about age. However, older students possess traits valued by instructors and envied by younger students: maturity and experience. Adult students, also, tend to be highly motivated. Anyone trying to cram 25 hours into a 24-hour day, and make it work—which most of them do—is motivated with a capital-M.

The moral of this story is don't let apprehensions sell yourself short.

Resources

Remember the old days of manual typewriters and frustratingly retyping term papers over and over because there wasn't enough space for footnotes? (I do!) Those days are gone. A personal computer is an invaluable resource for academic success. Complement it with a good printer. Add a modem and some internet software. The amount of research, including library searches, that you can do from home is amazing.

The cost of a good system is well worth the investment. Of course, most schools have fully equipped computer labs, but life will be simplified if this equipment is readily available at 10 p.m. If you don't use it, the kids surely will.

Conclusion

More and more adults are returning to school. If you have a quest for knowledge and adventure, remember you are not alone when it comes to the S.T.A.R. issues. Successful students do not ignore these issues, but work out a plan to ensure their academic success.

While on your academic journey, don't be surprised if your time management, organizational, and goal-setting skills dramatically improve. These expanded skills, coupled with a newly acquired sheepskin, are guaranteed to impress any employer.

Christine W. Bozar is the administrator for the Master's of Science in Human Resources Design program and serves on the adjunct faculty at the Claremont Graduate School, (909) 607-3286. She is a member of Summit Consulting, a consortium of organizational development and human resources professionals.

ADVERTORIAL

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Women of Cal Poly — Future International Business Owners?

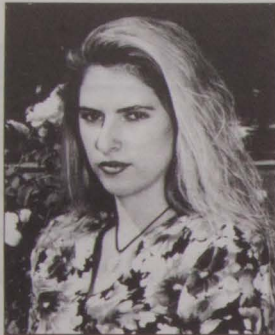
by Dr. Donna Tillman

Women own more than one-third of American businesses, and one out of four American workers is employed in a business owned by a woman. Approximately 7.95 million companies are owned by women, compared with only 4.48 million in 1987. These woman-owned firms increased sales to \$2.28 trillion, as compared with 1987 figures of \$681 billion. (Excerpted from 1996 *Facts on Women-Owned Business*.)

Do women business owners matter in the bigger economic picture? Absolutely!

How do women become business owners? Some have inherited their businesses from their families, while others — having advanced as far as they could in their employing firms and stymied by the "glass ceiling" — started their own new businesses. Still other women start by pursuing professional training at both the undergraduate and graduate levels in business schools across the country. Eventually, many become business owners.

The profile of the following three students in business at Cal Poly Pomona provides a glimpse into the motivation of some young women today.



Darra Widman

When Darra Widman was asked what advice she has for women, she replied, "If you really want to make an impact on society, first you need to get involved with professional business organizations, such as the Cal Poly World Traders, which can help motivate and better prepare you for the

highly competitive business world."

Widman strongly supports Cal Poly's motto of "learning by doing." She says she would like to see more women get involved with society and play key roles within school, work, and the community. According to Widman, "You get back as much as you put in. You can't sit back and expect the opportunities to come knocking on your door. Rather, you must focus at all times on what you can do to make a difference."

Widman is president of the Cal Poly World Traders — Cal Poly's number one business club for the past two years. She serves as International Business Student Senator for the College of Business, is active with the International Business Association, volunteers her time to community service as a member of Poly Corps — a division of AmeriCorp — and works as a membership counselor for LA Fitness. She spends any free time traveling, practicing Spanish, art, product design, and weight training. Widman will graduate in June and is interested in a career in marketing, advertising, importing-

exporting, and/or sales.

Ari Horie is from Japan and was raised in a single-parent family headed by her mother. As she grew up, she watched her own mother pursue her career. This lesson in life made her realize she must eventually have a career of her own.

In Japan's culture, women are not encouraged to be independent and career minded, but Horie's own family situation superseded cultural training. Her early friendships with American children created intense curiosity, to the extent that she applied for, and was accepted into, the student exchange program. According to Horie, her mind was already in America!

After completing a one-year program as an exchange student, Horie returned to Japan to finish high school. Upon return she remembers facing intense "culture shock." The year in America had broadened her horizons and her return to Japan convinced her that she would spend her life helping to bridge the gap between the two cul-

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Women of Cal Poly ...

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tures. It was at that point that she decided to pursue a career in international business and minor in marketing.

Horie says she realized while growing up she had to get a good education in order to have an excellent career. She saw the barriers women faced in Japan and in America, and that educational achievement was the way to overcome those barriers. She feels that women have more rights in America than in Japan. However, Horie still wants to marry and have a family in her late 20s. Her ideal husband will understand her drive for a meaningful career and will support her desire for both a career and a family. She says, "This kind of thinking is more acceptable in America than Japan."

The Japan External Trade Organization (JETRO) is Horie's current employer. From her perspective, JETRO is an ideal employer, in that it facilitates understanding between America and Japan, which is also Horie's goal. She is president of the Golden Key National Honor Society and an officer in the Cal Poly World Traders. In her role in

Golden Key, Horie was successful in arranging for Noriyasu Hattoori, president of Makita, Inc. to make a presentation for faculty, staff, and students in February, 1996. Horie



Ari Horie

says, "I would never have been able to make this kind of contact with Mr. Hattoori if I were in Japan. America is so open that anyone can create and get where they want to be." Her goal after graduation is a management position facilitating continuing relationship between Japan and America.

The professional goals of Yolanda Escobedo include living abroad and eventually having her own business. Yolanda graduated cum laude from Cal Poly and was named "Outstanding Senior of the 1994 Graduating Class." She holds a degree in international business with a minor in contact administration. While at Cal Poly, Escobedo was vice president of the Cal Poly World Traders. She worked closely with Dr. Donna Tillman in research which resulted in their joint publication, "NAFTA: Attitudes of Some Mexican Nationals," in Proceedings of the 1994 Conference, published by the Academy of International Business, U.S. West Region.

Escobedo grew up in a very supportive and nurturing family that always encouraged her to strive for higher goals. She studied in Mexico for five years during high school and junior college, ranking at the top of her class and graduating with honors, despite the language barrier which she first encountered in Mexico. She has become accustomed to overcoming obstacles, including those that many women face. When asked what she thought

about the role of women in the business world, she replied, "I have a deep appreciation and respect for those women who came before me and fought to be allowed to have a choice to vote, receive an education, and develop a career."

In the future, Escobedo also expects to have a balanced career and family. She is hoping to find a mate who will be supportive of her in maintaining a balance between her career and her future family, and not be intimidated by her achievements outside the home.

Since graduation, Escobedo has worked with an engineering firm, holding the title of domestic and international business development specialist, where her Spanish fluency and understanding of the Latin American culture helped her become the liaison for the company's Latin American operations. She was responsible for coordination of all domestic and international marketing efforts, proposals, contract negotiations, technical seminars in Mexico, and project management.

As result of the continuing eco-

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COVER STORY

Business Climate Improves for Women

by Robert W. Belsky

Today, there are approximately 60 million women in various professions in the American work place. Even though they enjoy opportunities that weren't there 10 years ago, they still face the same inequality in the work place: earning less for doing the same work as their male counterparts, according to the most recent information published by the federal Bureau of Labor Statistics under the title *Women in the Work Force*.

Diane Carothers, policy advisor for the Women's Bureau at the U.S. Department of Labor, said the reason for such wage discrimination in the work force comes in the hiring stage of a job — where women are offered lower-paid jobs than men.

"Women would be steered toward clerical jobs, administrative jobs, and men would be steered towards managerial jobs," Carothers said.

Roberta Spalter-Roth, director of research at the Institute for Women's Policy Research, supports Carothers' contention. "Women are placed in personnel and human resources positions as opposed to

front-line jobs that can lead to higher management positions."

Dr. Judith Briles, lecturer and author of several books on issues facing women, believes that women just don't know how to negotiate their salaries as well as men do. "Men are better negotiators, they expect more and as a rule won't settle for less just to have a job," Briles said. "Women are willing to come in lower and don't do enough research on what the expected salary range for the position should be."

The discourse over why the wage gap still exists takes shapes in many ways: How much of the wage gap is pure discrimination? How much of it comes down to women selecting certain professions where men predominate, or where their pre-selected careers lead to dead ends?

Women are often not promoted, or not considered for promotions, because of the stereotypical way they are thought of in terms of their availability, not by what kind of work they are capable of doing or by their potential. Most employers still think of women as the care-givers in their families, perhaps needing to

take time out of their careers to address family issues.

Men may be seen as having a great deal of promise, which makes businesses want to invest in them, train them or allow them to have certain developmental opportunities.

Things are slowly changing for the women; they have come to the conclusion that they are entitled to get paid the same as any man for doing the equivalent work. Women are lobbying, organizing and talking with each other in order to create the change.

Legislation entitled the Fair Pay Act of 1996 is expected to be introduced this year in the House of Representatives, by Congresswoman Eleanor Holms Norton, D-District of Columbia, and in the Senate by Senator Tom Harkin, D-Iowa.

Spalter-Roth says this bill would not necessarily allow disclosure of an individual's salary within a company, but it bands together occupations and sub-occupations so the data would be presented in terms of averages.

"There would be evidence to at least open the question as to whether

or not women are being discriminated against, and why," she said.

Another course women are taking is opening their own businesses. According to a recent White House study, the number of woman-owned sole proprietorships, partnerships and similar businesses has soared. Women now own 6.4 million businesses, one-third of all U.S. companies. These companies employ 13.2 million people and generate \$1.6 trillion in business revenue.

"Women entrepreneurs are a dynamic force in our nation's current economic expansion," said President Bill Clinton. "The report clearly shows that women business owners are the face of the American and global economy."

Clinton went on to say, "My administration will help to foster the success of these women-owned businesses, which will contribute well over \$1 trillion in receipts to our nation's economy."

The report, "1996 Facts on Women Owned Businesses," was based on the latest revised data from the Census Bureau.

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INLAND EMPIRE WOMEN OF PROMINENCE



Zelma Beard

Zelma Beard
Co-founder, CFO/treasurer
Riverside Personnel Service,
Inc.

Claim to fame: Co-founder, chief financial officer, director of operations and administration of Riverside Personnel Services, Inc.; national certification Certified Personnel Consultant (CPC); state certification Certified Employment Specialist (CES). Recipient of the YWCA's Women of Achievement Award; winner of the *Inc. Magazine*/Ernst & Young Women Entrepreneur of the Year for the Inland Empire; awarded the Greater Riverside Chamber of Commerce Small Business of the Year.

Vitae: Board member of Inland Empire Economic Partnership, Mayor's Strategic Task Force/Safe Streets Committee, Citrus Heritage Tourism Committee, Riverside Downtown Association and Kiwanis Club. Member of University of California, Riverside Extension Advisory Committee and various other ad hoc volunteer committees.

Education: Lamar State College of Technology, B.A. in business administration.



Nancy Bitting

Nancy Bitting
President/chief executive officer
Riverside Community Hospital
Age: 52

Claim to fame: In 1992, Bitting assumed the position of CEO at Riverside Community Hospital. Her leadership resulted in a \$10 million turnaround, restoring the financial health of the hospital. In 1995,

her organization ranked sixth nationally for capitation management as researched by the American Productivity and Quality Center.

Vitae: Nancy is a member of several professional organizations including American College of Healthcare Executives (diplomat), American Organization of Nurse Executives, and VHA West (vice chairman, 1995). She is active in the following community services organizations: board member, Greater Riverside Chamber of Commerce; Charter Member, YMCA Professional Women's Group, Riverside; and the University of California Riverside Management Forum.

Education: California State University, Los Angeles, M.S. in health care management; Chapman College, B.S. in nursing.

Quote: "Stay committed to doing your best, and realize that doing your best requires tenacity of purpose."



Barbra Bowlby

Barbara S. Bowlby
Division director
Accountemps, Ontario
Age: 45

Claim to fame: Changed careers at age 38, from teaching to accounting. Passed all four parts of CPA exam on first sitting which is accomplished by only 4 percent of CPA candidates. After gaining audit experience, she moved from public accounting to the staffing industry. Bowlby was recently promoted by Robert Half International, the world's leading staffing service which specializes in the placement of accounting, finance and information technology professionals. She was awarded the responsibility for opening and managing a new Accountemps division in Ontario.

Vitae: Bowlby is active in Rotary, Institute of Management Accountants and the American Women Society of Certified Public Accountants. She is membership chairman of the Citrus Belt Chapter of the California Society of Certified Public Accountants, and mem-

bership chairman for Business Partners, a group supporting California State University, San Bernardino's School of Business and Public Administration.

Education: University of Arizona, M.S.; Biola University, B.A.; California State University, San Bernardino, certificate in accounting.

Quote: "Good people with good attitudes can always find positions. However, you must continually refine your marketable skills to get the best opportunities."



Jan Braunstein

Jan Braunstein, Ph.D.
Vice president for planning
and development
Chaffey College, Rancho
Cucamonga

Claim to fame: Braunstein served as a trustee for the Hesperia Unified School District for 10 years and was appointed to the San Bernardino County Commission on the Status of Women in 1984. She won the San Bernardino County Air Force Association "Women of Achievement" award. Her doctoral dissertation was nominated for recognition as Dissertation of the Year by the California Community College League.

Vitae: Dr. Braunstein, a member of the educational faculty at the University of Redlands, has served as a consultant for a number of educational agencies: the U.S. Department of Education; the California Community College Chancellor's office; and the Executive Committee to the California Community College Commission on Athletics.

Education: Claremont Graduate School, Ph.D. in higher education administration.

Debra L. Burr
CPA, managing partner
Fox and Burr Certified Public
Accountants, Riverside

Claim to fame: Burr oversees the business and administrative functions of the firm and ensures that the firm conforms to required Accountant



Debra L. Burr

Standards and Quality Control Guidelines for CPAs. She helps clients with financial accounting, business management and development, and computer systems. Burr has diverse experience in consulting with clients on their accounting and administrative needs, training client staff, developing business plans and forecasts, internal control evaluations, financial statement preparation and compliance auditing.

Vitae: Burr participates in Riverside East Rotary, is chief financial officer of the Riverside Community Hospital Foundation, treasurer of the Riverside YMCA and is past president of the American Society of Women Accountants.

Education: California State University, San Bernardino. B.S. in business administration, with a concentration in public accounting.

Quote: "Do work that you enjoy, and you will excel."



Audrey Cilurzo

Audrey Cilurzo
Vice president
Cilurzo Vineyard & Winery,
Temecula
Age 66

Claim to fame: With her husband, Vincezo, she started the first vineyard in the Temecula Valley in 1968. In 1978, they started the winery with an emphasis on full-bodied red wines. Today, Temecula has more than 3,000 acres of wine grapes planted and 12 wineries. Cilurzo and her son are planning to operate the first commercial radio station in Temecula — their application was approved by the Federal Communications

Commission.

Vitae: President of the Riverside Farmers Fair & Expo, Cilurzo works to promote the fair as a way to bring the rural lifestyle to a growing urban population in Riverside County. An active 4-H leader, she works with youths as a local leader and as their advocate at the fair. A member of the County Service Area 149 in Temecula, Cilurzo is working to keep the Temecula wine country a rural area with attention to resident needs.

Education: San Jose State College, B.E., California General Education Life Credential.

Quote: "Wine in moderation — one to two glasses a day — not only is healthy, but contributes to a relaxed, gracious lifestyle. It not only is beneficial in preventing heart problems, but enhances the flavor of the food we eat. Bon appetite and good health."



Barbra Lee Crouch

Barbara Lee Crouch
Regional manager, Inland
Empire
The Employers Group

Claim to fame: Crouch has over 22 years of generalist experience in human resource management with a diversified background in the field. She has directed the personnel department of small companies with as few as 100 employees, to companies with more than 3,000 employees.

Vitae: Crouch is frequently interviewed by Inland Empire newspapers and radio talk shows. In addition, she provides technical articles for business journals in the area of human resource management and writes a monthly article for the *Inland Empire Business Journal*. She helped found the Inland Empire Industrial Relations Research Association, is a board member and served as its president in 1992. She serves on the advisory board of directors for the *Inland Empire Business Journal*, and has served on the boards of the Inland Empire Small Business

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INLAND EMPIRE WOMEN OF PROMINENCE ...

(continued from Page 23)

Development Center, Employer Advisory Groups and various educational advisory groups. Crouch is listed in the *Who's Who of the West*, *Who's Who of American Women* and the *International Who's Who of Women*. In 1991, she was recognized as one of the most influential women in the Inland Empire.

Kathy A. Davis
Council member
Town of Apple Valley
Age: 46

Claim to fame: As a result of the most extensive grassroots campaign in San Bernardino County history, Davis received 49.9 percent of the votes in the March primary election for supervisor, first district, in which there were four candidates including the two-term incumbent. She served as mayor and mayor pro tem of the Town of Apple Valley and is in her second term as a council member.

Vitae: Davis has provided community leadership through participation in a wide-range of organizations: Apple Valley



Kathy A. Davis

Rotary Club; Assistant League of Victor Valley; Business & Professional Women; Boy Scout

Merit Badge Counselor; Girl Scouts; VFW Women's Auxiliary; Antique Aircraft Association;

California Republican Assembly; Victor Valley Women's Republican Club; League of Women Voters; NAACP; National Rifle Association; Victor Valley Museum; Lady B. Ranch Therapeutic Riding Program; Hi-Desert Cable Vision — "Local Edition" host; Apple Valley Public Works; High Desert Regional Economic Development Authority; a voting member of the League of

California Cities. Davis served as elective-appointive representative in numerous county agencies.

Quote: "If you don't take risks, you won't achieve your goals."



RoseMary Faust

RoseMary Faust
Co-founder and chairman
Faust Printing, Rancho Cucamonga

Claim to Fame: Faust has been successful in meeting the daily challenges of client needs through the use of advanced technology. She is active in management, sales and marketing and customer service during her 12-hour work day. Faust Printing was one of the first printers to produce 400 to 600 linescreen output, and is the only printer to produce 900-line-screen, high resolution printing in its service area, providing clients with exacting detail in color reproduction.

Vitae: Faust is a member or board member of the Rancho Cucamonga Chamber of Commerce, Corporate 2000 Council of San Antonio Hospital, the Graphic Arts Credit Union and the Inland Empire Ad Club. She served on the board of advisors for the First Annual Women's Conference, sponsored by *Inland Empire Business Journal*, is an active supporter of the Rancho Cucamonga Community Foundation and the YMCA. She provides seminars for art students on graphic production for Chaffey College, Platt College, California State University at San Bernardino, Cal Poly Pomona and Mt. Sac.

Faust was awarded the Women Entrepreneur award by the *Inland Empire Business Journal*, a Certificate of Recognition from the San Bernardino County Board of Supervisors, is listed in the U.S. Registry of *Who's Who in Leading American Executives 1992-93*, is on the Business Advisory Board for Assemblyman Fred Aguiar, and is the 1996 Small Business

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YOUR SERVICE FEES WILL PROBABLY CHANGE TOO.

Rumor has it that certain big banks are shutting down branches and moving customer accounts into local grocery stores. While this may be good news for some personal accounts, we think it's disastrous for small and medium business accounts. Not only would it be embarrassing to handle business transactions in a grocery store but interest rates will probably change, small business loans may be

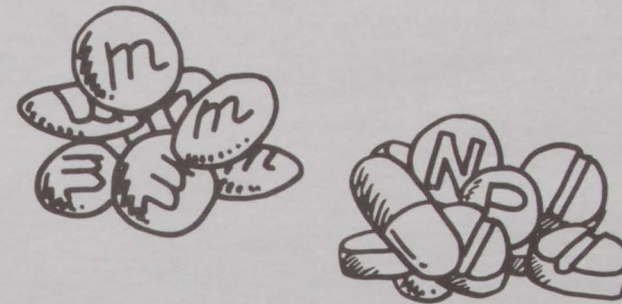
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Going from one facility to another for healthcare services is a less than ideal scenario for today's busy woman. At Pomona Valley Hospital Medical Center (PVHMC), women can obtain virtually any service they may need during their lifetime — with much of it on an outpatient basis, which means greater cost-effectiveness and convenience. Following is a look at some of the services and programs available at PVHMC.

Maternity Care

PVHMC has a long history of caring for expectant moms and their babies — in fact, over 100,000 babies have been delivered there since 1929!

Family Birth Services at PVHMC's Women's Center is the only full-service, on-site program in the area for expectant parents, siblings and grandparents. Many free or low-cost educational classes are offered, along with an information line at (909) 620-MOME to call Monday through Friday during traditional business hours. The Comprehensive Perinatal Services Program (CPSP) is also available for women with Medicaid benefits who are pregnant or who have recently delivered their baby at PVHMC.

For women with special risks or health care needs during pregnancy, the outpatient Perinatal Center (a state-approved Prenatal Diagnosis Center) offers a team of perinatologists — who are physicians specializing in maternal fetal medicine — along with specialized counselors, nurses and other health care professionals. Women with diabetes, for instance, participate in the "Sweet Success" program, which closely monitors and counsels women throughout their pregnancy to help ensure a safe delivery.

The Women's Center obstetrics (OB) unit has 48 LDRP (Labor, Delivery, Recovery, Postpartum) suites, which allow patients to remain in one beautifully appointed room during their stay. The OB unit also includes an area for women with special needs or risks, and is staffed with nurses specially trained to handle such pregnancies. State-of-the-art surgical suites at the Women's Center accommodate women delivering their baby by Caesarean section.

Also conveniently located in the Women's Center are a regional Neonatal Intensive Care Unit (NICU) and a Pediatric Intensive Care Unit (PICU). The 33-bed NICU is staffed by neonatologists — who are physicians specializing in care for at-risk newborns — specially trained nurses and respiratory therapists who provide comprehensive intensive care for all life-threatening or disability-producing situations.

Pediatric services provide care for children ages one day old to 14 years. The PICU is a 10-bed unit staffed by pediatric intensivists, specially trained registered nurses and respiratory therapists who care for patients with critical injuries or any type of critical disease. PVHMC's 32-bed Pediatric Unit cares for children who are suffering from illnesses, injuries, diseases, and disorders.

The Women's Center also offers maternal, pediatric and neonatal transport services 24 hours a day, seven days a week. Highly trained teams of registered nurses and respiratory therapists — as well as perina-

tologists, neonatologists and pediatric intensivists — are ready to respond within 30 minutes to calls from other area hospitals that do not have the scope of services available at PVHMC. In fact, PVHMC is the only hospital in the area to offer all three types of transport services.

After delivery, the Center provides Mother-Baby nursing care and a lactation consultant (breastfeeding specialist), who can be reached at (909) 623-MILK. A "Working Moms Breastfeeding Class" is available, as are other classes such as "Mom and Me," "Infant/Child CPR," and various support groups.

Women's Diagnostic Imaging Center

To help women fit mammography into their lifestyles, the Women's Diagnostic Imaging Center (WDIC) is open Monday through Friday from 7:30



The Women's Center at Pomona Valley Hospital Medical Center.

a.m. to noon, and from 1 p.m. to 4 p.m.; with later hours (until 7 p.m.) on Tuesday; and on Saturday from 9 a.m. to 1 p.m.

The WDIC has an all-female staff and offers the latest, low-radiation dosage mammography equipment, as well as breast biopsy procedures available today. The WDIC is designated a Certified Mammography Facility by the FDA, which means it has complied with requirements of the Mammography Quality Standards Act, and is accredited by the Mammography Accreditation Program-American College of Radiology. All technologists on staff are certified in mammography by the American Registry of Radiologic Technologists.

Should a mammogram reveal a lump or mass that may require tissue analysis, the patient may need to undergo a biopsy, in which the physician extracts a sample of the area in question for further evaluation. In the past, biopsies were basically surgical procedures that required hospitalization and general anesthesia. The WDIC offers the stereotactic core biopsy and ultrasound biopsy outpatient procedures, which are considerably more cost effective — plus there are no stitches, scars, pain or recovery time so patients can return to work directly afterwards. A large percentage of patients are appropriate candidates for these procedures.

The stereotactic core biopsy has a high accuracy rate and is primarily used to evaluate both calcified lesions (often indicative of cancer) and noncalcified lesions that have been detected by a mammogram. The skin of the breast is anesthetized and a sampling needle is placed in the breast to extract pieces of tissue that are sent to the laboratory for diagnosis.

Ultrasound biopsy is an extremely effective proce-

dure for mass-type lesions. The breast area is coated with a warm gel, and a wand-like device is passed over the area, translating the image of the breast and the lesion onto a TV screen. The physician uses this image to guide the procedure and can actually watch the insertion of the needle into the mass to extract a tissue sample for evaluation.

Osteoporosis Screening

In mid-May, PVHMC will be the first hospital in the area to offer dual X-ray absorptiometry testing (DXA), a simple, safe, fast, and non-invasive test that can determine whether an individual is at high risk for osteoporosis (loss of bone mass) or already has the disease.

During the procedure, the patient lies perfectly still on a table while a movable arm passes over the area to be tested, such as arms, spine or hips. The test takes from two to five minutes for each area scanned. No special preparatory drinks, medications or injections are required, and the patient is exposed to very little radiation (a spine test delivers less than one-tenth the dosage of a chest X-ray). Patients must have a referral from their physician for the DXA test, and results are available the same day.

Other Services at PVHMC

Pomona Valley Hospital Medical Center offers many other specialty services that include:

- **The Central Avenue Urgent Care Center** in Montclair. Handles non-emergency situations (not life-threatening), cares for families and provides full-service health care for area companies. Open Monday through Friday from 8 a.m. to 8 p.m., and Saturdays from 9 a.m. to 5 p.m.

- **The Emergency Department (ED)**. Classified as a paramedic base station, and the only ED in the region to be Emergency Department Approved for Pediatrics (EDAP) and to handle patients requiring neurosurgery (brain surgery).

- **The Robert and Beverly Lewis Family Cancer Center**. An outpatient facility just five blocks from PVHMC that conveniently houses both state-of-the-art radiation oncology and medical oncology under one roof.

- **The Stead Heart Center and Stead Health and Fitness Center**. Offers every cardiac service (except heart transplantation) available in a community setting, including open heart surgery, angioplasty and the latest coronary interventional procedures; and individualized rehabilitation and fitness programs.

Other services include the freestanding, outpatient Regional Kidney Stone Center and the Magnetic Resonance Imaging Center; the Sleep Disorders Center, the Sports Medicine Center, and the Diabetes Management Program.

The easiest way to access PVHMC is to be sure your health plan is contracted with the hospital, and that your physician is affiliated with Pomona Valley Medical Group, the largest physician group in the region that exclusively admits patients to PVHMC. If you do not have a physician, or would like to make sure your physician is affiliated with PVHMC, call the hospital at (909)865-9129.

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INLAND EMPIRE WOMEN OF PROMINENCE ...

(continued from Page 24)

Person of the Year for Rancho Cucamonga.

Quote: "The family that works together, prays together, plays together — stays together."



Charlotte Y. Foster

Charlotte Y. Foster
Business owner/real estate broker
Foster Realty and Yvonne's Salon, Adelanto

Claim to fame: Charlotte has always been a woman of high goals and ambitions, and a woman who reaches those goals. She was mayor of Adelanto for five years and served on the city council for 12 years until 1990. Meanwhile, she operated her own real estate company, a crafts store, Foster Home Repair, and her own beauty salon — Yvonne's Salon. At 60 years of age she decided to go back to school to obtain her cosmetology license; she graduated with honors. Foster was recently elected to serve on the Adelanto City Council again and will continue to operate her businesses. Foster's best accomplishment to date is rearing her successful son, Ronald, and her two grandsons, Geoffrey and Daniel.

Vitae: Foster is a past president of the Lions Club and was involved in many of that group's community activities. She is a licensed real estate broker, a member of the National Association of Realtors, a licensed manicurist and cosmetologist, and a notary public.

Education: Foster is a high school graduate who also completed professional courses at schools for real estate sales, real estate brokerage, notary public licensing and cosmetology.

Quote: "I can make the right decisions and stand by them."

Mary Foto
President
Rehabilitation Technology Works
Age 54

Claim to fame: Foto is one



Mary Foto

of the first women to take an entrepreneurial approach to the field of medical rehabilitation. Her company, Rehabilitation Technology Works (RTW), brings cutting-edge technology to the rehabilitation of work-related injuries in a manner that significantly reduces employer and state workers' compensation costs. RTW is recognized throughout the United States as a center of excellence and a model that others in the industry strive to emulate.

Vitae: President of the American Occupational Therapy Association, member of three foundation boards, member of the American Medical Association Relative Value Scale Committee, representative to the Trialliance of Health Professions, president of Inaba Foto Consultants and President of Rehabilitation Technology Works.

Education: University of Southern California.

Quote: "Vision, boldness, and risk taking — three necessary ingredients of business development — are not gender-specific traits. Don't buy into any beliefs, either within you or in those around you, to the contrary."

Patricia L. Gilbreath
Certified Public Accountant/tax partner
Eadie and Payne Certified Public Accountants,
San Bernardino and Ontario

Claim to fame: Recognized by the city of Redlands in 1992 for volunteerism; honored by the University of Redlands Town & Gown; "Woman of Achievement" awarded by Redlands Business and Professional Women; "Outstanding Service Award" by the California State Council for Developmental Disabilities; inducted into the Accounting Hall of Fame by California State Polytechnic University, Pomona in 1993; past president of Estate Planning Council of San Bernardino; American Institute of Public Accountants; Citrus Belt Chapter of California Society of Certified Public Accountants; past president of

National Association of Women in Construction; National Society of Accounting Firms International — Tax Committee.

Vitae: Elected to Redlands City Council, Nov. 1993; president of Redlands Sunrise Rotary Club 1992-1993; past finance chair Redlands Symphony Association; Redlands Chamber of Commerce Building Fund Campaign Chair; treasurer, First Congregational Church of Redlands; past president of Redlands Area United Way; past governor's appointee to Redlands Developmental Disabilities Area Board No. XII.

Education: University of Southern California, master's of business taxation, 1980; California State Polytechnic University, Pomona, B.A. in business administration-accounting, 1975.



Debbi Huffman Guthrie

Debbi Huffman Guthrie
Owner and president
Roy O. Huffman Roof Company
Age: 45

Claim to fame: Guthrie has successfully guided the Roy O. Huffman Roof Company — the oldest, and one of the largest, commercial and residential roofing companies in the Inland Empire — through the 1970s, '80s and into the '90s in an industry that is typically represented by "a hard hat world." Yet she has always taken the time to be not only the boss, but a wife and mother, too. The company was established by Guthrie's grandfather in 1921; due to a tragic plane crash in 1977 that killed her parents and grandparents, she found herself faced with the challenge of how to maintain and grow the business.

Vitae: Guthrie has continued the Huffman family tradition of being involved with the community. She or her business have received the following honors: Entrepreneur of the Year by *Inc. Magazine*, Ernst & Young and Merrill Lynch; Woman of the Year for the 64th Assembly District; Small Business of the Year by the

Greater Riverside Chambers of Commerce, Eagle Award; Leadership Riverside Alumna of the Year; California Association of Leadership Programs Distinguished Leadership Award; Riverside YMCA Woman of the Year. She has been listed in a number of *Who's Who* volumes, serves as board member or chairman of numerous community, charitable and business groups. She is director of Provident Savings Bank, a founding member of the

Riverside Educational Enrichment Foundation, president and director of the Riverside Community College Foundation, and president of the Roofing Contractor's Association of San Bernardino and Riverside Counties. Guthrie has been a featured speaker for several colleges and community programs.

Education: California State University, San Bernardino; Ramona High School of Riverside.

Quote: "We still ask the same straightforward question my grandfather began asking 75 years ago: 'How's your roof?' With three generations of experience in roofing, we have determined — out of all of the things we do in roofing — doing it the best is the best way to keep our customers for generations!"

Lois K. Lauer
Chairman
Lois Lauer Realty

Claim to fame: Lauer made a name for herself as the owner of the largest independent retail real estate company in the Inland Empire. With four offices and more than 10 full-time agents, the company is celebrating its 20th year. She attributes her success to staying a step ahead of the competition, drawing strength and practicality from her Christian Science belief, and getting support from her family.

Vitae: San Bernardino Woman of the Year, 1994; Town and Gown Business Woman Honoree, 1987; chairs Jazz Night in Redlands where proceeds go to various local charities, chairman of the Redlands Symphony Gala Auction, former University of Redlands trustee, former Redlands Symphony president, secretary of Inland Action, sustaining member of the Assistance League of Redlands, member of the Redlands Association of Realtors and the chamber of commerce.

Education: University of Cincinnati, B.A.

Quote: "I am continuously grateful for the support of my family and the community. When

continued on Page 33



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OUTSIDE THE OFFICE

As a regional, non-profit Health Maintenance Organization (HMO), Pomona-based Inter Valley Health Plan is dedicated to the health education, wellness and patient care of its members. From the Chairperson of its Board of Directors, Jan Brown, to the 149 women it employs, to the unique women's health education seminars and programs it provides to its members, Inter Valley takes pride in its support of women as leaders in the workplace and as valued members.

The women employed by Inter Valley are a particularly special group. By day, they work for a non-profit health care organization that provides a service to their communities. And, for many of these women, life outside the office maintains a strong sense of dedication to the community through work with charitable organizations and volunteer groups.

Below is a profile of four stand-out employees from Inter Valley Health Plan, and a view of the lives they lead—inside the office and out.



BEVERLY BAILEY
DIRECTOR OF HUMAN RESOURCES

As Director of Human Resources for Inter Valley, Beverly Bailey designed, implemented and oversees the Human Resources department. Some of Beverly's contributions to Inter Valley include programs such as Wage and Salary, Benefits, Employee Relations, and Supervisory Training. She wrote and implemented the HMO's Personnel Policy Manual and the Employee Handbook. Beverly joined Inter Valley as the Human Resources Manager in 1985 after working in a human resources capacity at several other Southern California companies. She earned her B.A. degree in Management at the University of Redlands and her Personnel Designation Certificate from UCLA.

Considered by many colleagues, students and co-workers to be a "Human Resources Guru," Beverly is very active outside the office. She helps to increase the knowledge of human resources through teaching, presentations and workshops. Beverly's focus is on how to make the work environment more effective, the organization more productive and how to minimize risk in managing human resources. Currently, she teaches human resources certificate classes for UC Irvine and the University of Phoenix. For the third time, Beverly has been invited back to the American Management Association's annual conference to give a presentation on employee relations. Beverly is also an active member of the Professionals in Human Resources Association and sits on the Board for the Inland Valley Resource Center.

Since joining Inter Valley last year as Associate Medical Director and Director of Quality Management, Dr. Blumberg has developed and implemented a comprehensive Business Process Improvement Program while performing daily medical authorizations and supervising case management. She also implemented several medical outcome studies including a diabetic study, a benign prostate study and evaluation of access and readmission statistics. Prior to joining Inter Valley, Dr. Blumberg was Chief of Surgery at Midway Hospital and a Member-at-Large of the Medical Executive Committee at Cedars-Sinai Medical Center. She received her Medical Doctorate from Washington University in St. Louis and her Masters in Business Administration from USC.

Dr. Blumberg is committed to positively affecting health issues of women through political health care activism and has lectured, written articles, and appeared on radio programs to discuss both subjects. She represented the California Association of HMOs at the historical Woman's Legislative Summit last October in Sacramento where she presented State legislative officials an analysis of female health prevention services opportunities for the HMO industry. Dr. Blumberg is also an advocate of improved business practices within health care systems and is charitable alumni supporter of the USC Business School.



LESLEY BLUMBERG, M.D.
ASSOCIATE MEDICAL DIRECTOR

As Director of Sales, Kathleen Cade oversees all Group and Medicare sales activities and develops short and long range outreach strategies to help Inter Valley Health Plan achieve its growth goals. She was a key player in developing outreach strategies for Inter Valley last year, for example, when the HMO expanded its service area to provide coverage to members living anywhere in Southern California north of San Diego. When she joined Inter Valley in 1990, Kathy brought to Inter Valley several years experience as Marketing Manager of the Newport Dental Plan and a degree in Business Administration from California State University at Northridge.

Outside the office, Kathy maintains a loyal commitment to the community through her involvement with Catholic Charities. For about two years, she has worked with the County chapter of the group in preparing food drives, clothing drives and other donation programs for the needy. For this cause, Kathy encourages the members of her family to get involved, and can be seen with her young daughter during the holiday season preparing food and gift baskets or soliciting donations of food from markets and stores around town.



KATHLEEN CADE
DIRECTOR OF SALES

Norma Newell administers Inter Valley's "Service to Seniors" program, the Benefits and Eligibility unit and the Member Services unit. She's responsible for all operational and administrative functions that allow an individual or group to become members, access the Plan, ask questions about Inter Valley, and resolve grievances. Norma came to Inter Valley in 1990 after several years of performing operational functions at various health care organizations. She attended National University, majoring in Business Administration and received a Certificate in Personnel Administration from UC San Diego.

Outside Inter Valley, Norma keeps an up-to-the-minute view of the logistics and legalities involved in the world of health care. She is a member of the LA County Bar Association and attends many functions and seminars on health care law. Norma is also an avid traveler and photographer. Earlier this year, while she was not assessing membership satisfaction figures for Inter Valley, she was assessing the glaciers of Antarctica during a two-week trip aboard a Russian Scientific Vessel.



NORMA NEWELL
DIRECTOR OF MEMBERSHIP SERVICES

INLAND EMPIRE WOMEN OF PROMINENCE ...

(continued from Page 29)

you love your community as I do, you are committed to serving it."



Jessica MacDonald

Jessica MacDonald
District manager
Blue Shield of California
Age: 43

Claim to fame: McDonald has always been involved with programs in the Inland Empire which benefit sick, abused or neglected children. Over the past few years she has participated physically. Some of these events included; Golfers 4 Kids, a Riverside-based group of people raising money for abused children. Most recently Jessica has been instrumental in setting up an insurance industry sponsored team of walkers to combat juvenile diabetes for the Riverside

Walk for Cure. These causes she supports are generally Inland Empire-based with the recipients being from the region also.

Vitae: McDonald sits on several boards of directors for Inland Empire Health and Life Underwriters.

Education: University of Washington, majoring in Speech and Psychology.

Quote: "Trust your instincts; don't waste time and energy second-guessing yourself."



Susan M. Mitchell

Susan M. Mitchell
Co-founder, CEO/president
Riverside Personnel Service, Inc.
Age: 43

Claim to fame: Co-founder, chief executive officer and president of Riverside Personnel Service, Inc., director of plan-

ning and development. National Certification (CPC) Certified Personnel Consultants. State Certification (CES) Certified Employment Specialist through the California Association of Personnel Consultants. Recipient of the YWCA's Women of Achievement Award; that group's Peggy Fouke Wortz Award recipient for philanthropic excellence and Irene Dorris Award recipient. Winner of the *Inc. Magazine*/Ernst & Young Women Entrepreneur of the Year for the Inland Empire, and awarded The Greater Riverside Chamber of Commerce's Small Business of the Year award.

Mitchell gives various lectures to schools, companies and service organizations.

Vitae: The Raincross Club, member; University of California at Riverside, Chancellor's Executive Roundtable member; Riverside Community Hospital, board member, Executive 2000 Council charter member; member of the Advisory Board for the YWCA and The Frank Miller Club; member, YWCA.

Education: University of Redlands, B.A. in management.

April Mills Morris
President

Associated Engineers



April Mills Morris

Claim to fame: Morris' company acts as the consulting engineers on the Kaiser/Penske California Speedway in Fontana and is designing the \$18 million, Ninth Street Storm Drain Project for San Bernardino County Flood Control and the city of Upland. Associated Engineers are also working as sub-consultant for many state highway projects.

Vitae: Morris is past president of Riverside/San Bernardino County Chapter of the California Council of Civil Engineers and Land Surveyors. She serves on the State Board of Directors of Consulting Engineers and Land Surveyors of California and its Caltrans Liaison Committee. Past president of Upland Chamber of

Commerce; the Ontario Chamber of Commerce; the Building Industry Association (BIA); the Inland Empire Economic Partnership (IEEP); the Ontario Convention and Visitors Bureau and is a member of the Presidents Circle of the Children's Fund.

Education: California State University, B.S. in civil engineering, Tau Beta Pi and Chi Epsilon.



Diana J. (Carloni) Nourse

Diana J. (Carloni) Nourse
Councilwoman and attorney
City of Hesperia/MacLachlan,
Burford & Arias
Age: 41

Claim to fame: Nourse entered politics in 1994 with her

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W & B

INLAND EMPIRE WOMEN OF PROMINENCE ...

(continued from Page 33)

election to the Hesperia City Council; she was unanimously chosen the city's first woman mayor by her fellow council members. Through her leadership, the new council moved the issues-torn city to path of progress, ending several political lawsuits, instituting its first capital improvements program, stabilizing the budget, and instituting its first program of economic development — resulting in a Grand Prize for Excellence from CALED, a state economic development organization. As an elected official, Nourse also serves as: commissioner to the Victor Valley Economic Development Authority (VVEDA), the base re-use authority in the Victor Valley; director of San Bernardino Associated Governments (SANBAG), the county's transportation commission; executive board member of HDREDA, the High Desert Regional Economic Development Authority, and is a fervent and outspoken advocate of the Clean Desert Water Coalition, campaigning to protect the desert's most precious asset, water.

Vitae: Forging her leadership skills while a young lawyer in Los Angeles, Nourse was the

first woman president of the Italian American Lawyers Association, Los Angeles County in 1988, and its voting delegate to State Bar for several years. She volunteers as Judge Pro Tem for the San Bernardino County Trail Courts, is a member and officer of the High Desert Bar Association, is a member and client-attorney fee arbitrator for the San Bernardino County Bar Association. Nourse participates in community hospital and youth advisory boards, the International Association of Footprinters, and several Republican organizations. She writes a weekly column on city issues for the local newspaper and finds time during her busy schedule to attend those civic affairs supporting youth, law enforcement and economic development activities.

Education: Loyola Law School, Los Angeles, J.D.; University of California at Los Angeles, B.A. Spanish/B.A. Portuguese.

Quote: "Be diverse in your thinking but strong in your convictions. Building consensus is the key success."

Cyndie O'Brien
Communication manager
Inter Valley Health Plan
Age: 31



Cyndie O'Brien

Claim to fame: O'Brien was promoted in April, 1995 and launched an expansion advertising program three months later which included a TV commercial, direct mail and collateral marketing material. She was a guest speaker at the Western Area Conference of the National Multiple Sclerosis Society; Inter Valley Health Plan was the corporate sponsor for the event and through cooperative efforts it was appraised as being very successful for the Southern California Chapter, which invited O'Brien to share some of the promotional strategies. She joined a women's soccer team this year and recently scored her first point.

Vitae: O'Brien serves on the board of directors for the Inland Empire Ad Club, is a member of Healthcare Public Relations and

Marketing Association, and president of the Parents Guild at her daughter's school.

Education: California State University, Long Beach, B.A.

Quote: "I always strive to be honest with others — this way they know where I stand. Just give me two more hours in each day, then I can do it all."

Lois Ziegler O'Donnell
Executive director
Children's Fund

Age: Old enough to know better than to answer that question!

Claim to fame: O'Donnell's background includes public relations, business management and ownership as well as entrepreneurship, but what really grasps her interest is anything having to do with children. Even in the days she owned and operated a multi-faceted "farm market" on a major highway in Michigan, she managed to provide field trips for school children that took them through the "life-cycle" of the apple — from seeding to harvest — and which included a special treat of freshly pressed cider and warm donuts! The excursion was so popular it was booked to capacity a full year in advance.

After moving to California in 1979, she served as adminis-

trator of a private Montessori school for nearly 12 years. There were just 44 students when she assumed the post, and during her leadership, the program expanded to include children from 18 months old to sixth grade students. More than 200 children were enrolled when she "retired," and a brand new campus was being built to meet the needs that had been created. Retirement didn't last long; the opportunity to serve an entirely different population of youngsters came along when she was invited to serve as executive director of Children's Fund in 1991. The non-profit component of the Children's Network provided badly needed resources for more than 80,000 at-risk children in San Bernardino County last year.

Vitae: O'Donnell has served on many boards and chaired many events. Among those are presidency of the Child Study Club, PTA, Business Association, Jaycee Auxiliary. She has also served as an officer on the Chamber of Commerce board of directors, currently is serving on the board of NSFRE and the Redlands YMCA. O'Donnell has been a speaker at national conferences, and in

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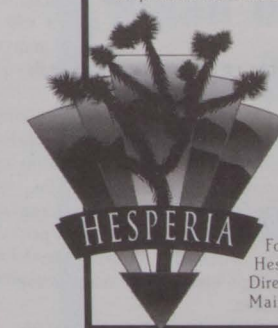
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W & B

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by Marc T. Edwards

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L'Auberge's lobby is an ideal gathering place for guests to enjoy afternoon tea, cordials, dancing and entertainment. Guests are invited to linger and

enjoy the camaraderie of the adjacent bar.

The guest rooms and suites are elegantly furnished with marble baths and vanities, thoughtful amenities and private bars. Many suites overlook the Pacific Ocean and French doors open onto private balconies allowing fresh onshore breezes and magnificent sunsets.

Dining is a delight at the 15th Street Grille and Terrace. Dine

enjoy the camaraderie of the adjacent bar.

The guest rooms and suites are elegantly furnished with marble baths and vanities, thoughtful amenities and private bars. Many suites overlook the Pacific Ocean and French doors open onto private balconies allowing fresh onshore breezes and magnificent sunsets.

Dining is a delight at the 15th Street Grille and Terrace. Dine



A view of the pool area

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Travelers seeking romance and adventure in Del Mar will be delighted with L'Auberge's special getaway packages. The "Discover Del Mar," "Romance by the Sea" and the "Romantic Honeymoon-Anniversary Escape" packages each afford the opportunity to enjoy picturesque, romantic Del Mar.

The Discover package includes deluxe accommodations for two and includes a two-day, one-night stay with complimentary champagne upon arrival, continental breakfast at the 15th Street Grille and complimentary passes to the resort's Sports Pavilion, tennis courts and spa facilities. The package is priced at \$109 through June 30; \$149 from July 1 through Sept. 30; and \$89 from Oct. 1 through

Dec. 30, excluding holiday periods. Discover Del Mar is priced per person, based on double occupancy.

Romance by the Sea is a three-day, two-night package featuring deluxe accommodations for two with similar offerings similar to those of the Discover package, plus a sunset picnic for two. Romance by the Sea is priced at \$439, based

on double occupancy through June 30; \$479 from July 1 through September 30; and \$419 from Oct. 1 through Dec. 30, excluding holiday periods.

The four-day, three-night Romantic Honeymoon-Anniversary Escape includes deluxe accommodations, champagne upon arrival, continental breakfast daily; dinner for two in the 15th Street Grille; three hours of limousine service with champagne, and complimentary use of the Sports Pavilion, tennis courts and spa facilities. The package price is just \$929 through June 30; \$969 from July 1 to Sept. 30; and \$909 from Oct. 1 through Dec. 30, excluding holiday periods. The package is also based on dou-



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"We serve a lot of major clients in Las Vegas," Janice says, listing such well-known names as Caesar's Palace, The Mirage Hotel, Sam's Town, Treasure Island and the MGM Grand Garden Arena.

Closer to home, AMFAB has successfully completed work on employee cafeteria and industrial

kitchens for Great Bank, Home Savings of America, Carnation and Southern California Gas Company, as well as the Elmwood Correctional Facility in Northern California. In addition, they are currently completing a large project for University

Studios and starting an employee cafeteria for Nissan Motor Company. AMFAB was formed by the 1984 merger of American Food Service, Inc., (est. 1952) and Food Equipment FABricators, Inc., which Bob Moore established with a partner in 1972.

Bob has been in business for more than 40 years, and his staff averages in excess of 25 years in the food service industry.

Janice Moore started in the food

service industry in 1969 and now works in AMFAB's sales office, coordinating the purchase of equipment and bidding on projects.

She credits the company's profitability through a difficult economy and do the necessary belt tightening to weather the storm. We do a thorough analysis on cost accounting on every project and know where we are at any point in time."

Keeping up with industry changes is also necessary to be competitive. Chief Financial Officer Jeff Richards sites the ability to incorporate today's latest computer technology as a strong advantage. For example, AMFAB's engineering department now uses AutoCad to provide detailed shop drawings for its custom fabrication equipment.

Another important factor in the success of any business is having ready access to capital for equipment purchases and expenses. AMFAB found significant help in that regards through its relationship with Union Bank.

"Union Bank helps us maintain our working capital with an established credit line," Janice says. "We are very pleased with our relationship."

Union Bank's regional vice president, Terry Gray, sought the banking business from AMFAB because he was impressed by its management. "They are a small business but have sophisticated management and utilize financial tools that have helped them prosper despite fluctuations in the economy."

Gray says many small business owners quickly realize how significantly their banking relationship can be in their success. "It is important to have a responsive banker when you need advice and assistance. An experience banker can help businesses succeed by providing the essential financial tools at the right time."

AMFAB is located at 120 North Joy Street in Corona, (909) 272-8811. More information about small business loans and lines of credit is available at any Union Bank branch.



From left to right, Bob Moore, Janice Moore and Jeff Richards of AMFAB Inc.

Women of Cal Poly ...

continued from Page 21

nic problems in Mexico, business there has slowed considerably and Escobedo is looking for new challenges. She is currently an independent consultant providing translation and interpretation service to the local business community.

These three women are outstanding examples of the type of talent that is available in the Inland Empire. While all of them recognize that they will face barriers in the business world, they are enthusiastically optimistic about their ability to contribute their talents and skills to benefit their employers, their community, and their country.

Women workers are still paid about 30 percent less than their male counterparts. Some have argued this

is an improvement over the 1960s and '70s, while others argue that the figure is now 30 percent — rather than the previous figure of 40 percent — only because the wages of male workers have fallen.

Women will have to continue to struggle in business for recognition, and for equal pay for equal work. Otherwise, their only option is to go into business for themselves.



Yolanda Escobedo

Dr. Donna Tillman is a professor with the International

Business Marketing Department at California State Polytechnic University, Pomona, and is president of the campus' International Business Association. Tillman and the women profiled above may be reached through the International Business and Marketing Department at Cal Poly Pomona, (909) 869-2436.

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INLAND EMPIRE WOMEN OF PROMINENCE ...

(continued from Page 37)

1994 received an award as a non-profit leader of the year by the A. Gary Anderson Graduate School of Management at the University of California, Riverside.

Quote: "Investment in children offers the best return I could possibly imagine — I highly recommend it!"

Monica Poling
Marketing manager
Riverside Convention & Visitors Bureau



Monica Poling

Claim to fame: Co-produced "Hospitality Mentality" training film for front-line hospitality service staff. Generated

\$1 million in membership revenue for the Los Angeles Convention & Visitors Bureau. Created database software for use with membership programs and received the University of California at Riverside Chancellor's award.

Vitae: President of Impact Marketing, manager of member relations of the Los Angeles Convention and Visitors Bureau, member of Los Angeles Junior Chamber of Commerce, Chrysalis Volunteer, California Museum of Science Industry Museum volunteer, University of California Alumni associate

member and the University of California, Riverside activities/orientation coordinator.

Education: University of California, B.A. in mathematics.

Quote: "It is very exciting to be part of Riverside's tourism industry during this age of economic growth and increased area-awareness. I am delighted to be a part of a team that will encourage more visitors than ever before to view the Inland Empire as a viable travel destination."

Barbara Cram Riordan
Supervisor, San Bernardino

County, Third District
San Bernardino County Board of Supervisors
Age: 54



Barbra Cram Riordan

Claim to fame: Governor's appointee to the State Air Resource Board; chairman of San Bernardino Associated Governments (SANBAG), the county transportation commission; San Bernardino County Homeless Coalition.

Vitae: Member of San Bernardino County Board of Supervisors from 1983 to present. Redlands City Council member, 1978-1982.

Education: Graduate courses at Stanford University and San Francisco State University; University of Redlands, B.A.

Quote: "These last few years of the 20th century (1996-2000) will be, for women, a golden opportunity for advancement. The economy is expanding and technology is changing daily, and so though education and experience we should seize every chance we get to move forward."



Maria V. Tesoro

Maria V. Tesoro
Public relations specialist
Ontario International Airport,
Los Angeles Department of
Airports
Age: 26

Claim to fame: Tesoro leads a busy lifestyle raising her two-year old son, working full-time and attending graduate school. She is a first-generation college graduate and hopes to inspire the next generation in her family to graduate from college. At

continued on Page 48



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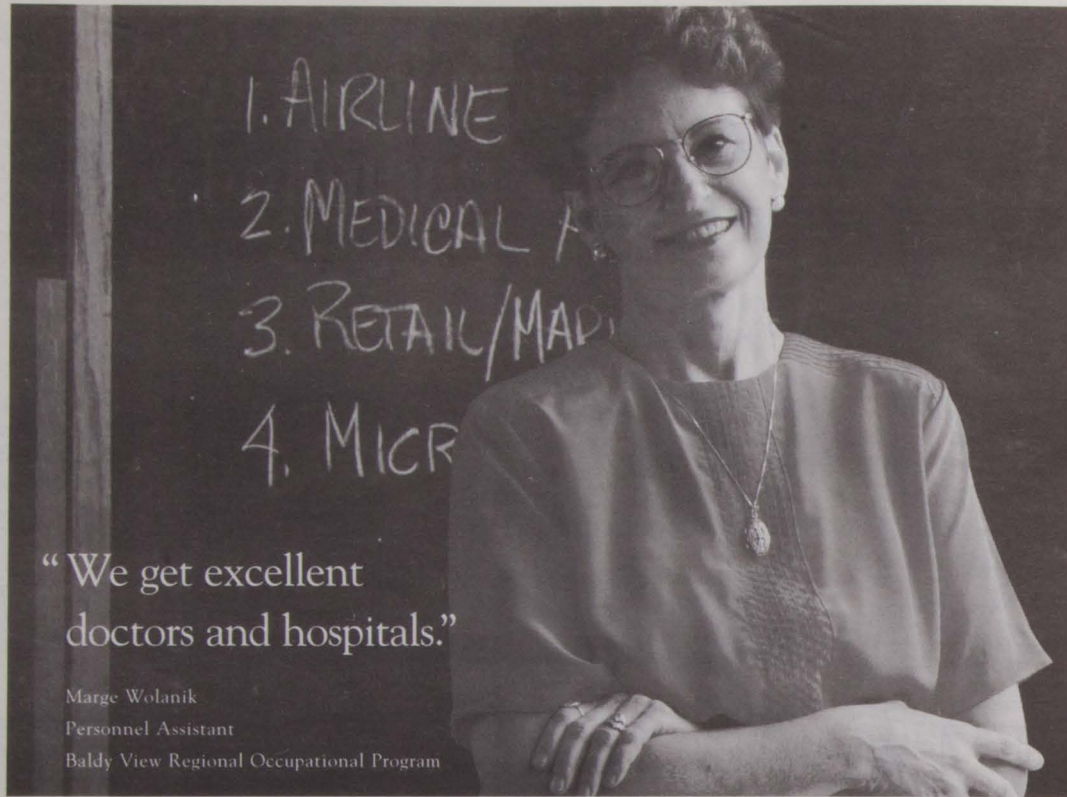
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* CareData Annual Survey of Health Plan Members, Southern California, June–September 1995, CareData Reports, Inc., New York, NY.

80766-1

U.S. Long Distance: Visualization, partnerships help cover new ground

Traditional long distance is a thing of the past. Basic service no longer satisfies the consumer — nor should it. The rapidly evolving industry of telecommunications demands that consumers become more educated about the products and services they need to ensure the success of their operation. At the same time, long distance providers must continuously strive to achieve those needs in the most creative, results-driven manner possible.

Today, long distance companies offer such non-traditional services as pre-paid calling cards and Internet programs that can enhance marketing efforts and increase consumer awareness. Programs such as these, which can be customized to meet virtually any communication need, exist primarily because choosing a long distance company is no longer a matter of just saving dollars and comparing rates. It has become a quest to find the company that offers the most specialized programs and customized solutions.

There is a shift in long distance companies to become more than just long distance providers — they are now serving as business and communications partners. Those companies which embrace the movement and capitalize on this newfound partnership will undoubtedly find longevity in the telecommunications industry. Visualization is key to the understanding and implementing of all aspects of the partner role.

The current business market requires flexibility and technological expertise. Companies such as U.S. Long Distance (formerly Call America) have achieved success in the telecommunications arena by developing innovative, specialized products in response to their customers' needs.

For example, U.S. Long Distance (USLD) recently launched a commercial/residential service. This unique product offering is only available to the employees of USLD's current business customers. It was developed in order to foster customer loyalty, while providing an additional benefit for the customers to offer their employees. Rates for this program are as low as \$0.08 per minute and include off-peak calls.

Programs such as these differentiate those companies which recognize the customers' wants and discover ways to perform.

Ofentimes, this personal approach cannot be found among the giants of the "big three." Larger companies can become unresponsive to their customers' needs due to massive size of their customer base. Smaller companies, on the other hand, have the ability to remain flexible and resilient. These companies have a tendency to work harder to develop enhancements that make a difference, such as customized reporting, efficient and responsive customer service and information management systems.

In this varied and competitive telecommunications era, it is easy to get wrapped up in the mayhem. However, there are ways to minimize the confusion. A long distance company that provides effective tools — and tailors them to the needs of a business — simplifies the process.

Program enhancements, personal attention and unsurpassed customer service are no longer the icing on the cake. Instead, these key ingredients are now the foundation which allow the cake to stand upright and complete. A company should be willing to listen, learn, suggest, and take action to embellish and develop all aspects of a business's most important asset — communications. It is the integral ingredient which institutes progress, advancement and prosperity.

INLAND EMPIRE WOMEN OF PROMINENCE ...

(continued from Page 40)

Ontario International Airport, Tesoro handles the airport's community and media relations. She plays a vital role in the promotion of the airport's major expansion.

Vitae: A firm believer that higher education is a key that opens the door to many opportunities, she was an active member of California State University, Fullerton's University Outreach program where she counseled and assisted high school students from under-represented minority and low-income groups so that they might get a chance at a college degree. She was a volunteer at Fairmont Elementary School in Yorba Linda where she tutored English to first-grade students. An avid animal lover, Maria is a member of the Humane Society of the United States and the International Fund of Animal Welfare.

Education: California State University, Fullerton, Master of Public Administration, B. A.; Mt. San Antonio College, A.S.

Quote: "Don't make excuses. What you achieve in life is directly related to what you do or fail to do. If you aren't willing to work hard to accomplish your goals, don't expect others to."



Mary Turk

Mary Turk
Founder, director of client services and marketing
Turk & Eckstrom Advertising
Age: 45

Claim to fame: Winner of more than 60 awards for strategic and creative excellence, Turk is a nationally-known specialist in health care advertising. Having worked with most of the major hospitals, medical groups and health maintenance organizations (HMOs) in Southern California over two decades, she understands what health care consumers need and what health care organizations must do to meet those needs. Many "graduates" of Mary's firm have gone on to be successful marketers in well-regarded health care companies in Southern California.

Vitae: Founded Turk Communications, Inc. in 1979 and Turk & Eckstrom Advertising in 1985. Served as communications director for four hospitals, an HMO, and a large multi-specialty medical group. She was president of the Inland Empire Ad Club and the Healthcare Public Relations and Marketing Association of Southern California.

Education: University of Southern California, School of Journalism, Phi Beta Kappa.

Quote: "I was 29, and too stupid to be scared when I started my first company. If I can do it, so can anyone."



Carolyn Hayes Uber

Carolyn Hayes Uber
President and creative director
Age: 47

Claim to fame: Founded Uber Advertising & Public Relations 20 years ago with no money or experience. Today the company has a staff of 15, offices and studios occupying 5,000 square feet and a roster of clients in such diverse fields as education, automotive aftermarket, horticulture, health care and travel. A satellite office is located in Hong Kong. Uber is also the author of *Travel Smart: The Know-Before-You-Go Guide to International Travel* and is a frequent lecturer on marketing and travel subjects.

Vitae: Has served on many boards of non-profit and community organizations. Uber is an active member of the Kiwanis Club of Upland.

Quote: "Creativity achieves meaning through results."

Marianne Waggoner
Senior vice president, managing officer
CB Commercial Real Estate Group, Inc.
Age: 47

Claim to fame: Waggoner joined CB Commercial Real Estate Group (CBC) in 1986 after coming from a highly successful career in sales with GTE Directories Corporation. This was a somewhat "gutsy" move as the commercial real estate



Marianne Waggoner

industry was predominately male-oriented among brokers and clients alike. She started strong from the beginning, earning the Distinguished Achievement Award in 1988. Also during her tenure she consistently finished in the top five in all specialties for her office, and in the top 10 within the specialty in her region. She appeared in the Colbert Coldwell Circle — one among the top 3 percent nationally — in 1991 and again in 1994. Also in 1994 she finished number two in the entire Retail Specialty nationwide. In 1995, Waggoner was promoted to managing officer, one of the only two female managers within the company of 80 offices.

Vitae: Waggoner has served on the CBC Retail Tenant Service Board, was a member of the Shopping Center Service Group, is on the Brokerage Operations Advisory Committee, is an active member of the International Conference of Shopping Centers and the National Association of Office and Industrial Parks (NAOIP) of the Inland Empire.

Education: University of California, Riverside.

Quote: "In this fast-paced age of emerging technology, do not lose sight of the 'human' element. Strive for open communication and long-term relationships. Promote honesty, integrity and common courtesy. People are our assets and are at the heart of every business and organization."

Donna M. Walker
Vice president, finance and administration
Franklin Press, a division of Continental Graphics Holdings, Inc.
Age: 52

Claim to fame: Walker has spent the last 16 years at Franklin Press directing the financial and administrative activities of the prominent San Bernardino commercial printer. When she joined Franklin Press in 1980, virtually all accounting and financial reporting were performed outside the company by



Donna M. Walker

service bureaus and a certified public accounting firm. Walker led the development and implementation of an effective computer information system managed by a small but proficient in-house staff. The system includes job estimating, order entry, job costing, and inventory, as well as the usual accounting functions. In addition to accounting duties, she also oversees data processing, human resources, credit-collections and environmental departments within the division.

Vitae: Walker uses her analytical and organizational talents as controller and board member of Citrus Grove Christian School, a Redlands preschool and day care center. She is a regional board member of The Employers' Group and a member of the University of California, Riverside Management Forum.

Education: University of California, Riverside, M.A.; Minot State University, B.A.

Quote: "I don't apologize for expecting a lot from my staff. We are a service arm of the organization and we must do whatever it takes to get the job done."

Linda Wilde
Judge, Superior Court of the State of California
Superior Court, County of San Bernardino
Age: 39

Claim to fame: Wilde was elected to the Superior Court in 1992 through a countywide election in which she defeated an 18-year incumbent. Recently, a thorny problem arose over the issue of the George Air Force Base conversion to civilian use. Judge Wilde brought the various factions together and worked on a common sense solution to the problem. She received awards from all sides for her efforts. Although not afraid to 'buck the system,' she is a strong law-and-order proponent who is working for a national three-strikes law for repeat offenders, and for an end to the technicalities that allow criminals to go free.

Wilde's no-nonsense approach has earned her the respect and support of police and prosecutors. Judge Wilde is a hardworking individual who started law school at 18 years of age and is running for Congress in the 42nd District.

Vitae: Judge Wilde is involved in a myriad of volunteer activities ranging from board membership on the San Geronio Girl Scout Council to membership on key committees of the National Association of Women Judges. She is the author of a legal publication, *Is Bad Faith Dead in California*, and takes special pride in having received the Lillie Ruff Homeless Service Award and the Building Association Award.

Education: Doctoral student, Center for Politics and Policy, Claremont Graduate School; Claremont Graduate School, Master of International Studies; California College of Law, J. D. Cum Laude, B.S. in law Cum Laude; Cornell University.

Quote: "Freedom, hard work and self-reliance are the principles that made our country great. My goal is a government that upholds and rewards these principles."

Improves ...

continued from Page 22

Women also were shown to have made strides in areas where they were poorly represented in previous years. The number of woman-owned construction businesses nearly doubled, while wholesalers increased 87 percent, confirming large growth in less traditional business sectors for women.

Julie Weeks, research director for the National Foundation for Women Business Owners, said, "After such a long time, women are moving into ownership. Some women start their own business when they find that they have advanced as far as they can go in a company.

"You have younger women in business school, or seeking some other professional degree, thinking of entrepreneurship right off the bat. And some daughters are inheriting businesses from their parents, who, in previous generations, would pass them on to their sons instead."

The report also showed that woman-owned businesses make up more than 30 percent of total businesses throughout all of the 50 states. California has the most woman-owned businesses with 801,487.

MANAGER'S BOOKSHELF

Transformational Learning: People as a Key Asset

"Transformational Learning ... Renewing Your Company Through Knowledge and Skills," Daniel R. Tobin, Ph.D. John Wiley & Sons New York, New York; 1996; 283 pages; \$29.95

The pendulum has just begun to swing back. After a decade or more of how-to advice about adjusting and fine tuning strategies, methods and technologies, an increasing number of books are going back to where we began: with people.

Dr. Daniel Tobin lends momentum to the latest swing of the pendulum with "Transformational Learning." He notes, "Many of the programs that promised to redeem American industry — TQM, Business Reengineering, the Learning Organization, etc. — have more often than not failed to deliver the expected results in performance."

He might also have added that an increasing number of companies have discovered downsizing (or "dumbsizing," depending which side of the ax you're on) to be of limited, short-range value.

Tobin believes that in order to transform a company from an unproductive status quo or worse, the focus

must be on people and the knowledge they possess which can help them meet their business objectives.

He states, "If knowledge is the key to company renewal, then transformational learning is the means to that end. Transformational Learning is the identification, acquisition and application of information that enables an organization, and the people within that organization, to reach their goals.

"To undertake transformational learning you must:

"Discover what you need to know; that is, uncover your areas of unconscious ignorance;

"Locate the information you need;

"Apply that information to your work.

"The key to transformational learning is that all learning activities are strongly focused on specific organization renewal goals."

Most of the book is packed sometimes a bit too densely with ways of establishing and implementing corporate and departmental learning to transform the company into meeting business goals. The process, according to the author, not only requires a bottom-up information flow, but a usable information flow from customers, suppliers and consultants.

QuickStart provides valuable training ...

continued from Page 9

"Teachers are dedicating their lives to helping other people's children," she said. "I hope to give them peace of mind in the knowledge that their children are receiving quality care as well."

Dianne Anderson of Diamond Bar is starting "Make It Happen," a special events and party coordinating service for organizations, clubs and individuals. "Being in the program teaches us many aspects of running a business and helping us succeed where others have failed," said Anderson.

Other entrepreneurs in the program include: Peggy Johnson, who is opening Johnson and Associates Medical Transcription Services; Hector Torres, who is starting an engineering/design company to service companies that are too small to have their own engineering departments; Donna Balsz, whose "All

About Packing" provides professional labor and moving services to the moving and storage industry; Sherria Robbins, who is starting Robbins Wonders Productions to specialize in video production and photo transfers; Howard Kiyabu Jr., who has founded the gourmet confectionery business, Howard K. Chocolates; Douglas Grobecker, whose Resource Recover Research is becoming involved with environmental and resources conservation; and Arthur Hurd of Hurd International Group, whose focus is to support business relationships between U.S. manufacturers and qualified international buyers and agents.

The centers provide consulting services for residents hoping to become entrepreneurs, as well as for those currently in business. The majority of services are free of charge and information may be obtained by calling (909) 629-2247.

The author also recommends "benchmarking." For those not familiar with the latest jargon, this means copying what someone else is doing. The trick, however, is to copy — or benchmark — from the best. That's sound advice since it makes little sense to benchmark from a company, especially a competitor, that's on its way to bankruptcy.

In what may be the best chapter in the book, "Building a Knowledge Network" offers how-to and what-to ideas, and examples of building an inventory of resources and tools for training and learning. These include not only the traditional formal classes and seminars, but also those taught by computer through CDs and by satellite broadcast as part of a company-wide or industry-wide program.

Perhaps one of the most important elements in transitional learning is "team learning." That's because, as Tobin comments, "... no single person's [work] in any organization can be totally isolated from the work of others" and, he concludes, "Learning to become an effective action-oriented team — learning

together and from each other — can be a true transformational learning experience both for individual team members and for the company as a whole."

Tightly packed with information and sometimes falling too heavily into the jargon trap, "Transformational Learning" is a solid, helpful book about the importance of people and organizations keeping their business skills sharp. It's not aimed at the small business entrepreneur but at the larger operation whose growth is flat.

It does raise two questions not really resolved in the book. First: Where did American business forget how to get its employees working as a team? And: How will a general employee mistrust of large companies impact the re-establishment of teamwork?

Perhaps it's unfair to ask these questions about a book that is trying to promote one answer. Training isn't by itself a solution; it is a means that can, and should be, put into action once a solution is found.

—Henry Holtzman

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CALIFORNIA VENTURE FORUM

Transforming Venture Capital for Everyone's Economic Gain

by Nelinia Henry, M.B.A.

In the wake of the massive aerospace and defense downsizing that exacerbated the deleterious effects of a national recession, Southern California is witnessing an unprecedented explosion of entrepreneurial activity that could have far-reaching implications for the state's economic viability and, in time, that of worldwide commerce.

The ability of entrepreneurial

businesses to regenerate immediately in response to ever-changing market demands is a valuable asset in our rapidly changing environment.

However, the survival and long-term success of many of Southern California's new businesses are threatened by an uninformed and financially illiterate business community, and by inefficiencies in capital markets. Therefore small business leaders must become financial strate-

gists and learn how to access the appropriate type of capital.

Given the relatively flexible organizational structure that exists within the venture capital community, the industry can, and should, act responsively and decisively in providing the leadership necessary to inform and educate small businesses in the art of financial posturing and attracting business capital.

Inherent in this process is a

communication linkage that benefits venture capitalists and small businesses in two ways: 1) venture capitalists reduce their investment risks by improving the equality of their targeted investment pool; and, 2) businesses increase their potential for profit.

Before the venture capital industry can assume a leadership role, it must transform itself into a cohesive and vocal force guided by a dynamic body of knowledge and principles.

In this vein, I propose the establishment of a "Venture Capital Institute" that would be the authoritative source for reliable and objective information, research, analysis, development, and policy evaluation; it would contribute to sound decision-making at all levels of the venture capital industry.

Some of the reasons that I see for the proposed Venture Capital Institute are:

- 1) the demand for financial resources to fund entrepreneurial projects is rising;
- 2) the supply of financial resources in the venture capital community is declining;
- 3) the failure rate and riskiness of small businesses are disincentives to invest;
- 4) the nation must find way to inject financial and human capital into business projects that have merit and the ability to leverage their competitive advantage to help strengthen our economy;
- 5) the venture capital industry has inefficiencies that must be addressed in order to increase its effectiveness and profitability.

I invite readers of this article to join me in the creation of a stronger and more viable venture capital industry — for a better capitalized business community — that is able to compete and offer highly attractive returns on investments, benefiting everyone.

Nelinia Henry is senior vice president of research for Financial Capital Resources Corporation — a commercial financial services company in Torrance — and an instructor at the Center for Economic Development and Continuing Education at West Los Angeles College. Henry may be contacted by phone at (310) 375-1328, or by fax at (310) 375-0728.

EXPORTING

Transportation Options for the Exporter

by Susan M. Thomas

One of the primary issues of international trade is how the exporter is to transport merchandise to overseas destinations. With today's emphasis on marketing strategy, the question of shipping methods is often overlooked.

When selecting the method of transportation, consideration is given to the description of the product, where it is going, and the methods of delivery available into the destination country. The value of the shipment, its dimensions and weight, and how soon delivery is required are factors in the decision. If a letter of credit is involved, the chosen carrier must be able to process the appropriate documentation.

There is an entire industry segment offering expertise in how to get merchandise shipped from a domestic manufacturer to an overseas destination. For such companies, business survival depends on how well the delivery is accomplished.

Freight forwarding services are essential when shipment is required by air freight or ocean freight, and

when a letter of credit is used for payment. A freight forwarder provides expert advice as well as the actual movement of a shipment. Freight forwarders have been called "travel agents for goods" because it is their specific function to act on behalf of the exporter in moving cargo overseas.

Forwarders who make shipments via ocean freight must comply with federal Maritime Commission rules for licensing, bonding and qualifying. They must also be licensed by the International Air Transportation Association to make shipments via air freight.

Often overlooked is the U. S. Postal Service, which established WORLDPOST as the umbrella for their international mail services.

Marjorie Love, sales manager of the Postal Service's San Diego District — which includes the Inland Empire — says the service recognizes that "businesses are demanding mail services that mirror domestic capabilities in terms of speed, reliability, and value," and that "WORLDPOST international services meet that challenge."

On March 25, the Postal Service launched "Global Priority Mail," which offers rapid delivery of documents and packages weighing up to 4 pounds and destined for 27 countries. This is in addition to existing Express Mail, Air Parcel Post, and other WORLDPOST services.

The Postal Service publications "Express Mail International Service

Directory" and "International Postal Rates and Fees" help readers simplify the completion of required export documents.

Time-definite delivery services such as Federal Express offer shipping and customs brokerage to more than 200 countries. These companies are in business for only one reason: to get an exporter's shipment to an overseas destination on time and with the proper documentation.

As outlined in a recent issue of CIO magazine, Federal Express determined that its "customers have come to regard accurate, on-time overnight delivery as a given." As part of its service, Federal Express provides international shippers with an information network containing export regulations and documentation requirements.

United Parcel Service offers "Worldwide Express" to more than 180 countries, and "Worldwide Expedited" service to major trading countries in Europe and Asia. The UPS "International Air Service Guides" detail document requirements and preparation.

Should the overseas buyer request a specific method of transportation, the exporter must comply with those instructions. An importer is usually aware of the most expedient method of importing products into his country.

Prepare quotations with care

Before submitting a quotation to a potential overseas buyer, accurate

shipping charges must be obtained. When the weight, dimensions and value of the shipment are determined, contact several carriers and ask for a quotation. Since there may be significant differences, cost savings may be realized by the exporter who takes time to do rate comparisons. Using the reference material provided by carriers will assist in document preparation.

When preparing products for export, adequate packaging is important. However, excessive or unnecessarily heavy packaging only adds to the final cost.

According to Love, "The next level of economic growth for the world is going to be driven by the ability of companies to sell and market easily across borders."

The author of an article in Federal Express' CIO concurs: "As the world's economies are bound more tightly together, and the number of options expand exponentially, basic coordination (getting what's needed where it's needed) will continue to be critically important."

Susan Thomas has been involved in exporting since 1972. She established Export Associates in 1991 specifically to help small manufacturers to get their products sold in the international market. Thomas works out of Anaheim Hills and serves a number of clients in the Inland Empire. She may be contacted by calling (714) 282-7694.



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U.S. Business Group Honors Congressman

U.S. Representative Jay Kim, R-Ontario, was honored with the "Spirit of Enterprise" award by the U.S. Chamber of Commerce for his work to improve the American economy and the free enterprise system.

U.S. Chamber President Dick Leshner said, "Congressman Kim's support of the business community has helped businesses — both large and small — prosper and create the jobs all Americans need."

The U.S. Chamber analyzed the voting records of representatives on key votes cast in 1995. Members scoring 70 percent or better were honored. Kim received a perfect score of 100 percent, and was one of only five California members to receive a perfect score.

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MANAGING

Affirmative Action and the Search for Talent

by Peta G. Penson

Male/female, Asian accents, people of color, the disabled, the older worker, immigrants, the baby busters ... all aswirl in the American workplace. We've come a long way since 1965 when President Johnson inaugurated Affirmative Action to support racial equality efforts.

The laws were designed as a temporary measure, to help people of color and women compete equally in a society hobbled by generations of bias. Many of today's job applicants weren't even born when segregation was outlawed — elite schools are chock full of minorities, and corporate departments look more diverse than ever before. It's easy to see why some people are wondering if Affirmative Action is no longer needed.

While about 85 percent of the nation's job growth is going to minorities (white women, people of color, immigrants), these groups are represented in only 3 percent of the top corporate slots. The pipeline is

filled with a diverse population, but somehow they cannot seem to "arrive."

Frustrated, those in the "almost there" category are leaving organizations at a record rate, creating new friction with employers who feel they have invested a lot in their development.

Adding to these disappointments of the slow growth of the American economy, the stagnation of middle-class incomes and the public's disgust with government programs in general, then the question of who gets hired/fired becomes more volatile.

White males, down to 37 percent of America's population, are circling the wagons; the calls for Affirmative Action reform are coming from every corner — Newt and the Republican presidential hopefuls, Gov. Wilson, and President Clinton. Suggestions range from a low-key proposal to review U.S. attempts to create equal opportunity to passionate calls for the end of the "race-based preferences" thought to

be inherent in the Affirmative Action concept.

Caught in the middle ... again

The Affirmative Action debate may rage for some time, but the work must still get done today and tomorrow. How can you as a business owner or manager remain true to the principles of diversity management, acknowledge your growing awareness that the program needs big changes, and still keep day-to-day operations moving?

Many companies are adept at hiring minorities, but they fail to recognize that a culturally diverse workforce requires organizational changes to be effective. Research shows that workers who are different from the majority in a workplace spend 35 percent to 50 percent of their energy conforming to the dominant culture in a company, the norm. The leftover time goes to mastery of the job.

Most major U. S. corporations are launching diversity training programs as a business strategy in order to increase productivity; smaller businesses will not be far behind. With 40 percent of U. S. labor force growth coming from immigration, Corporate America is facing its greatest challenge since the Industrial Revolution.

Managers also have to be cautious of being overzealous in pushing talented minority workers too far too fast. With all the best intentions, this eagerness to support Affirmative Action goals can result in placing people into jobs for which they are not ready.

This is not only an unfortunate and stressful situation for the individual, it gives credence to the suspicion that Affirmative Action is giving jobs to minorities who are not qualified.

Other ideas that will help you manage your diverse workforce while the future of Affirmative Action is sorted out:

- Insist that top management actively supports diversity training
- Integrate cultural information into leadership and managerial functions.
- Deal with the hard questions. How are you balancing special needs against fair and equal treatment? Are you prepared to respond to backlash from formerly favored groups?
- Learn what it takes to hire and retain qualified diverse workers. How are you helping nontraditional employees fit in?
- Tap into the unique expertise which diverse workers bring to help effect successful business strategies in the global marketplace. Incorporate diversity as part of your strategic plan and business imperative.
- Design measures to increase productivity in a multi-faceted workforce. How work gets done in a diverse group is very different than in a homogeneous group.
- With 140 languages spoken in the United States, and more than 11 percent of the population speaking another language than English at home, what are you doing to work on communication, especially to

continued on Page 71

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AGE WAVE -Crises or Opportunity examines effects of the Baby Boom on the Medical Industry.

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Ranked by Number of CPA's in the Inland Empire

Company Name Address City, State, Zip	# CPA's in I.E. # Prtns in I.E. Ttl. Empls in I.E.	Year Founded	# Offices in I.E. # Offices in Co. Headquarters	Industries and Specialties	Top Local Executive • Title • Telephone/Fax
1. Soren McAdam Bartells 2068 Orange Tree Lane, Suite 100 Redlands, CA 92374	54 16 93	1981	2 2 Redlands	Healthcare, Financial Institutions, Construction, Agr., Government/Non-Profit, Retail, Wholesale, Litigation Services, Tax Planning	Bruce J. Bartells President/CEO (909) 798-2222/798-9772
2. Vavrinek, Trine, Day & Co. 8270 Aspen Street Rancho Cucamonga, CA 91730	45 10 60	1948	1 1 Rancho Cucamonga	Banks, Mfg., Govt., Wholesale, Retail, Construction, Tax, Audit, Business Services, Comp. Syst. Cnsltg.	Donald A. Driftmier Partner (909) 466-4410/466-4431
3. Ernst & Young, LLP 3750 University Ave., Ste 600 Riverside, CA 92501	45 6 75	1895	1 100 New York	Entrep. Service, Healthcare, Municipalities, Auto Dealers, Personal Fincl. Plng., Law, Mng/Dist., R. E./Construction, Public Sector, Food Dist.,	Donald N. Ecker Managing Partner (909) 276-7200/787-8184
4. Maryanov Madsen Gordon & Campbell 801 E. Tahquitz Canyon Way, Ste. 200 Palm Springs, CA 92262	23 9 55	1964	2 2 Palm Springs	Tax, Financial Planning, Business Planning, Audits, Estate Planning, Computer Consulting	Lloyd Maryanov Managing Partner (619) 320-6642/327-6854
5. Vicenti, Lloyd & Stutzman 2100-A Foothill Blvd., La Verne, CA 91750	16 5 43	1953	1 1 La Verne	Mfg., Distributions, Fraud Examination, Business Evaluations, Educational, Medical, Retirement Communities, Legal, Non-Profits, Pension Auditing, Tax, Audit & Accounting	Carl Pon Managing Partner (909) 593-4911/593-8879
6. McGladrey & Pullen, LLP 303 Vanderbilt Way, Ste. 200 San Bernardino, CA 92408	20 6 44	1926	4 75 Davenport	Tax Representation, Consulting, Construction, Mfg., Financial Institutions, Accounting and Audit, Human Resources, Healthcare	Rod LeMond Partner in Charge (909) 386-7000/386-7009
7. Rogers, Anderson, Malody & Scott 290 North "D" St., Suite 300 San Bernardino, CA 92401	19 7 43	1948	1 1 San Bernardino	Income Tax/Litigation Support, Govt., Non-Profits, Computer Services, Audits, Accounting Services, Water Districts	Donald L. Rogers Managing Partner (909) 889-0871/889-5361
8. Mellon, Johnson, Reardon, LLP 846 W. Foothill Blvd., Ste. C Upland, CA 91786	18 7 32	1994 Merger	2 2 Upland	Construction, Medical Professionals, Water Districts, Mfg., Computer Consulting Pension Administration	Michael Draper Managing Partner (909) 985-7286/982-0487
9. Eadie & Payne 330 North "D" Street, Ste 500 San Bernardino, CA 92401	17 7 35	1919	3 3 San Bernardino	Audits & Accounting, Construction, Retail, Water Dist.s, Mfg., Financial/Estate Planning, Tax Prep., Data Processing, Agriculture, Business Setup & Consulting	John E. Graham Managing Partner (909) 889-0071/889-1780
10. Swenson Accountancy Corporation 2890 Inland Empire Blvd., Ste 102 Ontario, CA 91764	11 4 15	1988	1 1 Ontario	Manufacturing, Real Estate, Personal Service Corporations, Audits & Financial Reviews, Tax Planning, General Business Consulting Serv.	Matthew A. Jordan Partner (909) 989-5867/989-1471
11. Genske, Mulder & Co. CPA 12960 Central Ave. Chino, CA 91710	11 5 30	1981	1 5 Chino	Agriculture, Construction, Industrial, Accounting, Tax, Estate Planning, Partnership/Corporate Formations	Gary B. Genske Managing Partner (909) 627-7381/627-0059
12. Thomas, Bigbie & Smith 4201 Brockton Ave., Ste 100 Riverside, CA 92501	10 3 17	1948	1 1 Riverside	Agricultural, Auto Dealerships, Non-Profits, Employee Benefit Plans, Local Govt., Audits, Estate Planning	Jerry D. Bigbie CEO/President (909) 682-4851/682-6569
13. Ross, Landis & Pauw 3845 Market St. Riverside, CA 92501	9 6 23	na	1 1 Riverside	Healthcare, Electronics & Food Distributing Inds., Non-Profit Org., Construction, Home Owner Asscs., Manufacturing, Tax Prep & Advisory Service	Samuel Landis Managing Partner (909) 683-7500/683-8458
14. Lund and Guttry 1111 E. Tahquitz Canyon Way, #110 Palm Springs, CA 92262	8 6 26	1953	2 2 Riverside	Public Sector, Hospitality, Health Care, Small Business, Tax Planning, Audits, Litigation Support, Business Consultation	Robert Vrock Managing Partner (619) 568-2242
15. Crabtree, Karlen & Arzoo 5055 Canyon Crest Dr. Riverside, CA 92507-6015	7 3 16	1967	1 1 Riverside	Agricultural, Audits, Auto Dealerships, Construction, Exporters, Governmental Spec. Dist.s., Healthcare, Law Firms, Manufacturers, Non-Profit Organizations, Taxation, Tax Representation	J. Michael Tweedie Managing Partner (909) 683-6730/369-8071
16. Kuebler, Thomas & Co. 43500 Ridge Park Dr., #104 Temecula, CA 92590	6 3 13	1987	2 2 Temecula	Corporations, Personal Financial Services, Partnerships, Tax Preparation, Financial Statements, Payroll, Litigation Support	Joseph Kuebler Senior Partner (909) 676-3013
17. Thrall, Lavanty, Basel 700 N. Mountain Ave. Upland, CA 91786	5 3 7	1946	1 1 Upland	All Types, General Accounting Services, Audits, Tax Planning, Computer Business Consulting	Robert A. Thrall President (909) 946-7760/949-4941
18. Decauwer & Butler 10750 Civic Center Drive, Ste. 101 Rancho Cucamonga, CA 91730	4 2 10	1978	1 1 Rancho Cucamonga	Health Care, Managed Care, Restaurants, Manufacturing, Non-profits, Audits, Financial Statements, Business Consulting, Cash Management, Write-ups, Tax	Dennis Decauwer Managing Partner (909) 946-9990/948-9633
19. Hilliard, Bennie & Co. CPA's 250 W. First St., Ste. 320 Claremont, CA 91711	3 2 7	1971	1 4 Claremont	Tax & Accounting, Private Business Consulting Financial Planning: Income Taxes, Retirement, Estates	Gary Hilliard Managing Partner (909) 398-1310/398-1317
20. Fleming, Reiss & Company 164 Hospitality Lane, Ste. 2 San Bernardino, CA 92408	2 1 5	1947	1 1 San Bernardino	All Industries & Individuals, Financial Statements, Estate Planning, Tax, Audit, Computer Consulting	Fred Reiss Partner (909) 885-6831/889-9923
21. Gelfand, Rennert & Feldman 431 S. Palm Canyon, Ste. 104 Palm Springs, CA 92262	1 1 13	1973	1 4 New York	Healthcare and Estate Planning, Business Management for Physicians & Individuals	Marshall Gelfand Managing Partner (619) 325-5095/325-6105

N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by P. Swift. Copyright 1996 Inland Empire Business Journal.

ADVERTORIAL

Employment Opportunities Soar Through Internet Access

By Paige Marino

With over 20,000 new Internet users each month, it is clearly a matter of time before the entire business community is on-line. An excellent marketing tool, the Internet is a dream for business people to master the art of networking. For human resources professionals, the Internet provides a forum for employment agencies to interact with applicants and client companies in real time. Several employment agencies,

already aware of the potential of the Internet, have designed elaborate Web sites to appeal to their client companies and applicants. AppleOne Employment Services was one of the first employment services to have a Web page on the Internet. "We are a smart and instantaneous resource for job seekers," says Gregg Hassler, Inland Empire Regional Director of AppleOne.

The World Wide Web is still in its infancy. Yet, since its debut in 1993, the Web has attracted over 55

million users worldwide and almost 25 million in the United States alone. While the volume of users appears impressive, it is not these numbers alone that make the Internet such a valued business tool for full-service employment services. Currently, there are over 3.5 million available jobs on the Internet and close to 3 million resumes. With these statistics, the Internet is a major breakthrough for employment services in matching available employees to potential employers.

Unlike any other marketing tool, the Internet offers a compendium of ways to promote your business. While unsolicited direct mail advertising is an unwritten taboo (it may get you kicked off the Internet!), there are a variety of ways to get your message across. AppleOne Employment Services utilizes their Internet site not only to exchange resumes, but to provide tips on how to write an effective resume. AppleOne's Web site also supplies informative articles regarding the temporary services industry, labor laws and salary surveys. Providing valuable information is an excellent way to increase traffic to your Web site.

The Internet provides businesses with an unlimited source of information at their fingertips without unpleasant intrusions. Unlike other mediums, interested consumers have the opportunity to browse a Web site, acquiring information about an employment service or any other service without a commitment, or the pressure of phone calls.

Finding information on the Internet is as simple as clicking on a button. Such ease allows for greater convenience to businesses. A company interested in utilizing a temporary employment service for example, could simply click on the AppleOne Web site, and browse a wealth of information on value-added services and recruiting methods that AppleOne offers as well as useful reference information and company background. Interested visitors can be selective about what information they want to pursue. By browsing Web pages that pertain to their interests and needs, interested businesses save valuable time by exercising their option to selective viewing. Applicants from various geographical areas have a unique opportunity to target desirable career locations, or to secure a job prior to relocation.

Additionally, the informal culture of the Internet creates a business environment that allows companies to interact and network within the presence of formal business protocol. As the number of Internet users continues to grow, so will the opportunities for businesses, particularly human resource professionals. Businesses looking toward the future, like AppleOne, realize now is the time to effectively utilize this exciting marketing tool.

For additional information, contact AppleOne Employment Services at their Web site:
<http://www.appleone.com>

Brulte Appointed to California Film Commission

Assembly Speaker Curt Pringle announced the appointment of Assemblyman Jim Brulte (R-Rancho Cucamonga) to the California Film Commission. Brulte replaces former Speaker Willie Brown, who named himself to the commission in November 1994.

"It is very important that California retain this important revenue source that the movie industry brings to the state," said Pringle. "Jim has been a champion of economic growth and job creation in

California, and as a member of this commission he will ensure California's future role in this important industry."

The main purpose of the Film Commission is to promote the industry in California by marketing the beauty and geographical diversity of the Golden State. It also accommodates film companies by lobbying for relaxed permit requirements and cooperation from government bodies and aids producers in finding California localities for filming.



Neal Baker

CSUSB Honors Baker

The namesake of Baker's Drive-Thru restaurants, Neal Baker, is being honored with the Arrowhead Distinguished Executive Officer Award at an awards luncheon May 29 at California State University, San Bernardino. He is being honored for business leadership and exemplary service to educational institutions and other philanthropic organizations.

Selected for the honor by the university's School of Business and Public Administration, Baker is the chief executive of Neal T. Baker Enterprises, a \$26 million development corporation and founder of the Bank of San Bernardino, the city's only locally-owned bank.

For information on the banquet, call the office of the vice president for university relations at (909) 880-5004.

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Please reply by May 24

For additional information, please contact the Office of the Vice President for University Relations (909) 880-5004



MAY 1996

Employment Services/Agencies *continued from Page 8*

Company Name Address City, State, Zip	I.E. Offices, Company Wide Yr. Estab. I.E.	Employees I.E. Prof. Recruiters	1995 Revenues	# of Searches/Year Search Area Type of Search Fee	Avg. Candidate Salary Range	Services	Top Local Executive Title Phone/Fax
ACCOUNTEMPS	1	3	N/A	N/A	Varies by Skill	Tempory, Temp. to Hire, Specialized Financial Staffing	Barbara Bowby, CPA Division Director (909) 983-3000/983-9066
11. 3535 Inland Empire Blvd. Ontario, CA 91764	175+ 1996	2		N/A Worldwide Negotiable			
Accountants On Call	1	4	N/A	N/A	N/A	Accounting Bookkeeping	Vic Shneider President (909) 686-2100/686-2662
12. 1650 Spruce St. Riverside, CA 92507	53 N/A	2					
A.S.I.	1	N/A	N/A	N/A	N/A	Tech Support, Lt. Industrial, Temp/temp to Hire Clerical/Accounting	Marsha Malloy C.E.O. (818) 859-2366/915-0330
13. 750 Terrado Plaza #31 Covina, CA 91723	3 1994						
C/E Search, Inc.	1	40	\$95,000	7	\$40-80,000	Construction Engineering	James E. Brown President (619) 568-3060
14. 42335 Washington, Ste. E-120 Palm Desert, CA 92211	1 1983	N/A		50 to 100 Retainer/Contingency			
Mgmt. Recruiters, I.E. Agency	1	4	N/A	200	\$50,000	Construction/Engr. Arch. Health Care Telecommunications Sales	Maurice R. Meyers Manager (909) 335-2055/792-4194
15. 19 E. Citrus Ave., Ste. 201 Redlands, CA 92373	600 1986	3		International Contingency			
Med. Corp-Staffing Solutions, Inc.	1	30	\$3 mil.	2,000	Varies	Temp. Employees Medical Employees Nursing Registry	Lori Atkins Vice President (800) 429-8503/(619) 242-3313
16. 18484 Hwy. 18, Ste. 190 Apple Valley, CA 92307	2 1992	8		Cal./Nev. None			
Norrell Services	1	7	\$4.5 mil.	N/A	\$7-12	Full Service	Jim Donahue Regional Vice President (909) 981-3939/981-1476
17. 440 N. Mountain Ave. Ste. 301 Upland, CA 91786	350 1964	2					
Princeton Corporate Consultants	1	5	N/A	N/A	\$60,000	Medical Devices Pharmaceuticals Plastics	Vince Ventura Sr. Vice President (909) 625-3007/621-0315
18. 630 S. Indian Hill Blvd., Ste. 1 Claremont, CA 91711	3 1977	4		Nationwide Standard-33 1/3%			
RAL Consulting & Staffing Svc., Inc.	1	16	\$7.5 mil.	N/A	N/A	Lt. Industrial Clerical Engineering/Technical	Robert A. Lovingood President (619) 245-1460/245-1725
19. 14360 St. Andrews Dr. Ste. 1 Victorville, CA 92392	1 1989	2					
Riverside Personnel Sves., Inc.	1	10	N/A	N/A	N/A	Full/Part-Time Temporary Office Support	S. Mitchell/Z. Beard Co-Owners (909) 788-7900/788-1676
20. 3590 Central Ave., Ste. 200 Riverside, CA 92506	1 1978	N/A					
Search West	1	14	N/A	400	\$30-110,000	Administration-Financial Technical Sales	Nate Reddicks General Manager (909) 390-1966/390-3832
21. 3401 Centrelake Dr., Ste. 320 Ontario, CA 91761	5 1982	12		U.S. Contingency/Retainers			
Talent Tree Staffing Svcs.	1	8	N/A	N/A	N/A	Varies	Shannon Kahn Executive V.P. (909) 982-6566/949-9691
22. 282 S. Mountain Ave. Upland, CA 91786	180 1976	N/A					
United Staffing Services	1	10	\$150 mil.	N/A	N/A	Temporary & Permanen Clerical, Light Industrial Accounting, Technical	Sabelle Thomas Sr. Vice President (909) 989-4818/948-1249
23. 9121 Haven Ave., Ste. 110 Rancho Cucamonga, CA 91730	25 1980	6					
XTRA Help, Inc.	1	4	\$10 mil.	N/A	N/A	Office, Light Industrial, Full-time, Temporary	(800) 590-5523/(909) 624-8440
24. 9513 Central Ave., Ste. A Montclair, CA 91763	N/A N/A	35		Inland Empire N/A			

The following companies should have been included on this list but have failed to provide adequate data: Remedy Temp, Inc., Manpower Temporary Services, Olstein Staffing Services. N/A = Not Applicable. WND = Would Not Disclose, na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730. Researched by P. Swift. Copyright 1996 I.E.B.J.

Study shows public perception of declining job security inaccurate

According to articles in newspapers and business magazines, the public perception is that the average worker feels his or her job is at risk.

This popular perception of declining job security may arise from the increased variations in relevant economic variables such as technological changes and the cutbacks in defense — or from increased employer responses to these variables.

But according to Henry Farber, in his report, "Are Lifetime Jobs Disappearing? Job Duration in the United States" (1995), job security has remained relatively constant since the 1970s. He bases that conclusion on his finding that the typical length of time a job lasts has changed very little.

Other evidence shows that the popular perception of declining job security may be closer to the truth

than Farber's report implies.

Data collected by Current Population Survey from unemployed workers shows that the unemployment rate attributed to permanent dismissals has increased steadily from 1968 through 1993. Employers seem to be opting for permanent dismissals over layoffs when it comes to employment adjustment decisions.

Although job duration, or stability, has been relatively constant for the last 20 years, perceptions of declining job security may relate to the documented increase in permanent job dismissals as a corporate strategy.

From information published by Robert G. Valletta, economist, in the Federal Reserve Bank of San Francisco's FRBSF Weekly Letter 96-07, now titled FRBSF Economic Letter.

BRADY NAMED TO ECONOMIC PANEL

At the recommendation of Assemblyman Keith Olberg, R-Victorville, Assembly Speaker Curt Pringle appointed Joe Brady of the Victorville area to serve on California's Rural Economic Development Infrastructure Panel.

The panel guides rural economic development and financial assistance for rural areas to encourage the creation of permanent private sector jobs through the retention, expansion, and location of businesses in rural areas.

"My district encompasses the largest group of rural communities in California," said Olberg, "and I can think of no better, more qualified person to serve our district and state than Mr. Brady."

Brady is president of Bradco Companies and publishes *The Bradco/High Desert Report*, a quarterly newsletter which covers economic issues affecting the residents of the Victory Valley and surrounding High Desert areas.

RIVERSIDE
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WOMEN & BUSINESS EXPO

Battlegrounds of the malls ...

continued from Page 3

since it opened in 1989. It is directly across from Ontario Mills and is losing many of its remaining tenants to the Mills project, according to Robb Turner, leasing agent with Turner Prospect Co.

Outlet malls are now trying to aim at a different target — the discount shopper. Outlet operators are hoping that the regional malls will be a magnet for the same shoppers, helping draw them to their own stores.

"We live in an age where we're witnessing the 'nationalization' of

retailers," said Schoifet "The local department store is, for the most part, a thing of the past."

Tony Altaf is the owner of a mom-and-pop clothing store in a mall near Gurnee Mills, another Mills-owned mall outside of Chicago, Ill. Altaf said, "Business went down a lot, stores started closing. That's what happened when Gurnee Mills came in."

Sawgrass Mills, located in Sunrise, Fla., is frequently cited as the Mills operation most similar to the Ontario project, and it is touted

as Florida's second-biggest tourist attraction behind DisneyWorld.

Jean McIntyre, president of the local Chamber of Commerce, said, "It has single-handedly turned the city of Sunrise into a worthy competitor to Miami or Ft. Lauderdale, and we are in the running for the state's [proposed new National Hockey League] hockey team."

With the progress of the Ontario mall, other developers have been enticed to invest money in the area.

Three partners plan to invest over \$20 million in the develop-

ment of 40 acres at the northwest corner of the intersection of interstates 10 and 15.

The partnership — consisting of Claudio Ponte of Westrust Financial Co. in Calabasas Hills, Mark Hillgren of Seaward Properties in Orange, and John Rohan of Rohan International in Rancho Palos Verdes — has owned the property for more than 10 years.

Ponte would not reveal the details of the project except to say that the partners would not rule out any potential retail or entertainment tenants. "Originally, we expected to build an office component, but with the traffic generated by the Mills, that doesn't really make any sense any more," Ponte said.

Otto Kroutil, Ontario's city planner, said, "Preliminary discussions have been held and papers are expected to be filed with Ontario soon."

The battle for expansion

In San Bernardino, Inland Center Mall and Carousel Mall are competing for shoppers and their money.

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Economist Skeptical ...

continued from Page 3

"Perhaps I am the lone skeptic," Husing said. "To the extent shoppers show up from L.A. or Orange County — or to the extent that those who would elect to stay in the Inland Empire instead of spending their money there — is the extent to which new revenue will be generated."

He said the Mills project would pull its retail sales from a broader area than other regional centers, due to its location and sheer size. The Mills mega-mall is located at the nexus of I-15 and I-10. When it opens in mid-November, it will be the largest outlet mall in California with 1.7 million-square-feet. That is 30 percent larger than Montclair Plaza, presently listed as the largest retail mall in the Inland Empire, which is less than 10 miles away.

Husing said he spoke with the president of Gottschalk's department stores earlier this year. "They felt the impact might be as much as a 10 percent hit on Inland

Battlegrounds of the malls ...

continued from Page 56

Inland Center Mall plans to double its size from its current 888,500 square feet. The San Bernardino city council approved the addition of a second level, at least two more anchor stores and a movie theater. There are currently three anchor stores at the mall: Broadway — soon to become Macy's — Gottschalks and Sears.

The remodeling of the Inland Center Mall will cost \$64 million.

Operators of Carousel Mall, which has 1 million square feet, two levels, and three anchor stores — J. C. Penney, Montgomery Ward and Harris' — opposed Inland Center Mall's proposed expansion.

Although it was reported that five current and two former city council members received campaign contributions from Carousel Mall's parent company, Central City Co., officials with each of the malls have accused the other of trying to influence San Bernardino city council members.

Sam Catalano, Carousel Mall's manager, denied the contributions were connected to any expected response of the council.

"We made contributions to just

Center Mall." Gottschalk's, a department store chain based in Bakersfield, is one of the anchor tenants in the San Bernardino shopping center.

Husing said the overall impact of Ontario Mills "will be to hurt [outlet malls in] Cabazon and Barstow, but not Fashion Island or South Coast Plaza. ... It will probably kill the smaller outlet center at Inland Empire Boulevard and Haven [Plaza Continental Factory Stores]. There is a defection of anchor tenants now to go to Ontario Mills."

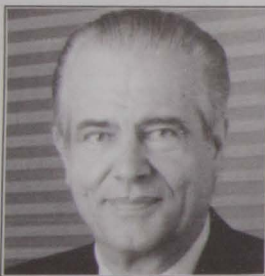
The economist said areas most likely to be adversely impacted are in Chino, Montclair and Rancho Cucamonga, which all have major retailing locations.

As tourist traffic grows over the next few years with improved passenger facilities at Ontario International Airport and the availability of Ontario Convention Center, Husing said those combined influences and a proposed shuttle to Ontario Mills may attract more shoppers and hoped-for new revenues. "I guess we'll just have to see," he concluded.

—Gary Brodeur

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continued on Page 58

Construction on Terra Vista Promenade Underway

Ground has been broken and construction is continuing for the fifth shopping center in Rancho Cucamonga's master-planned Terra Vista mixed-use community. Terra Vista Promenade is owned and developed by affiliates of the Upland-based Lewis Homes group of companies.

Terra Vista is a 1,340-acre mas-

ter planned community which, upon completion, will have 9,000 households as well as retail development. The owner of Terra Vista Promenade is Lewis Homes Development Co., and shops are leased and managed by Lewis Homes Management Corp.

Situated at the northwest corner of Foothill Boulevard and Rochester Avenue, Terra Vista Promenade will

ultimately encompass 450,000 square feet on 47 acres. Phase one of the center is scheduled to open in late summer and will be anchored by Home Depot, one of America's premier retailers. Home Depot will occupy 103,000-square-feet of store space. An additional 28,000 square feet will be devoted to its nursery operation.

Negotiations are underway with a number of prospective tenants in the auto care, furniture, pet supply, entertainment, sporting goods, restaurant and home electronics categories, company spokesmen said.

"Terra Vista Promenade is the latest chapter in Lewis' ongoing

expansion program in the area of shopping center development," said Greg Hoxworth, executive director of commercial development. "With this project the Foothill Corridor becomes the premier retail location in the Inland Empire."

The Lewis Homes group of companies have already developed more than 1.3 million-square-feet of retail property in Rancho Cucamonga. The group, founded in 1955, is on *Forbes* magazine's list of the 500 largest privately owned companies in the United States and reported combined gross revenues in excess of \$500 million for 1995.

Battle ground of the malls ...

continued from Page 57

Redlands began competing with them and they weren't allowed to expand.

The lone competitor in Redlands is Redlands Mall, which includes 160,000-square-feet and two anchor stores, Harris' and Sav-on. The proposed malls are Redlands Fashion Center and Citrus Plaza.

Redlands Fashion Center will occupy 1.3 million-square-feet and possible anchor stores are Robinsons-May, J. C. Penney, Nordstrom, Sears, Bon Marche/Macy's.

Citrus Plaza is expected to grow from 555,000-square-feet in phase one to 1.3 million-square-feet by the year 2005. Possible anchor stores

are Target, The Good Guys, Tower Records, Chicks Sporting Goods, and Edwards Cinema.

With the threat of the new Redlands projects, the Inland Center Mall report stated San Bernardino would lose the viability of its two regional malls that attract shoppers to the city; \$6.2 million in sales tax revenue they generate would be lost over a 10-year period.

The council voted 5-2 to approve a 20-year development agreement with the mall's parent company, General Growth Development Inc. Carousel Mall then argued for equal opportunity to expand, but presented no specific plans.

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NEW 10 SFR'S FROM \$55.4 M TO \$78.7 M; Lic.#: 685513b
\$687,900
4129 OWNER: Forecast Homes Inc., 10670 Civic Center Dr.,
Sun City Cucamonga, CA 91730, 909-987-7788. Project: 26006-
119 Westridge Ave.

NEW 11 SFR'S FROM \$58.7 M TO \$69.4 M; Lic.#: 689587b
\$696,800
4129 OWNER: J D PIERCE, 2211 Martin St., #30, Irvine, CA
Sun City 92715, 714-752-0676. Project: 26280-336 Moonstone
Way, 29785-827 Pacific Channel Way.

NEW 6 SFR'S FROM \$88.6 M TO \$101.4 M; Lic.#: 527293b
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17 OWNER: The Presley Company, Box 6110, Newport
Corona Beach, CA 92658, 714-640-6400. Project: 13125-197
Glandt Court.

NEW 22 SFR'S FROM 1,445/\$77 M TO 1,548 SF/\$82.5 M
\$1,784,600
60 OWNER: J M S Boulder Creek, LLC, 180 Cabrillo St.
Mentone #11B, Costa Mesa, CA 92627, 714-650-1457/jjm Project:
2108-114 Sierra Pine, 1343-266 Laurelwood, 2119-129
Beech Tree.

NEW 7 SFR'S FROM \$59 M TO \$90.8 M.
\$513,200
83 OWNER: Barclay Homes, 2733 Pacific Coast Hwy, #30,
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REAL ESTATE FOCUS

Shopping Centers Are Attracting Consumers, Investors

"The market for well-located shopping centers has picked up despite reports that consumers are spending less," said Nelson Wheeler, first vice president of CB Commercial Real Estate Group Inc.

"The better-quality shopping centers are enjoying a disproportionate increase in total consumer purchases. Those centers that are well-anchored, have sufficient parking fields and good visibility to major commercial corridors or commercial intersections will be those that have staying power well into the late 1990s.

"Similarly, tenant activity — while not as strong as it was two years ago — continues to follow these better located and better-anchored properties.

"With the advent of stabilized low interest rates, the investment activity is also picking up. The investment dollar seems to be chasing those properties known to be classified as 'A' and 'A+.' Those properties that are not well-located or well-anchored and lack visibility will continue to trade at declining values through the foreseeable future."

Cedar Brook Apartments sold for \$14.3 million

The 515-unit Cedar Brook Apartment complex in Colton was sold in an all-cash real estate investment trust transaction of \$14.3 million. Representing buyer and seller in the deal were Wolfgang Kupka and Marc Renard of Cushman and Wakefield Financial Services of Los Angeles. Kupka said, "I believe it is the largest multi-unit transaction this year" in Southern California. The seller was Sumitomo Trust and Bank of Los Angeles, and the buyer was Security Capital Pacific of Santa Fe, N.M.

Mahon, Goudie earn funding honors

Patrick Mahon was named Franklin Loan Center's Indian Wells top funder for 1995, and Sandra Goudie was recognized for her efforts as coordinator of builder-developer services for the mortgage banking firm.

Mahon, who achieved the funding of about \$18 million in residential loans last year, earned the award for the second consecutive year. His volume reflects a total of nearly 80 loans with an average value of \$225,000.

Goudie is Mahon's administra-

tive assistant. She has been active in the industry for 18 years and specializes in planned unit developments.

David Neil, president of Franklin Loan Center, said Mahon and Goudie "get superior results in the mortgage business because they live by the motto 'service first.'"

Apartment complex, industrial land are sold

Seattle investor Robert Davis purchased a 34-unit garden apartment complex on 1.33 acres in a

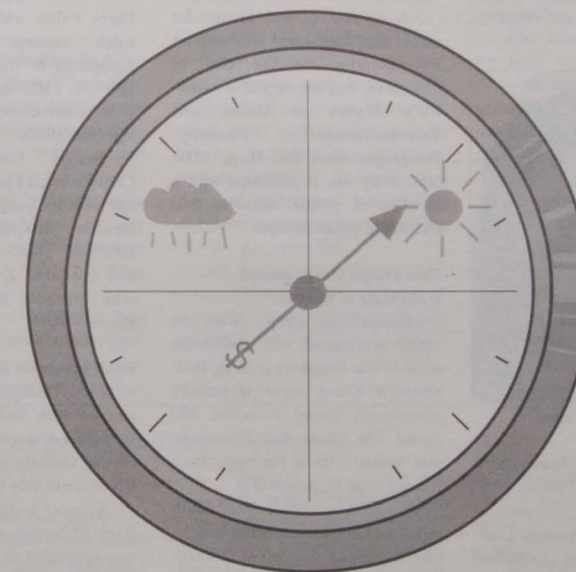
foreclosure sale from American Savings Bank, F.A. Purchase price for the complex located at 51025 and 51085 Avenida Martinez in La Quinta was \$850,000.

The seller, who owns a vacation home in the community, was represented by Erik Messinger of CB Commercial Real Estate Group Inc. The buyer was represented by Emily DiSimone of Prudential Realty Group.

Metalimphy Alloys Corporation of New Jersey was represented by

three CB Commercial agents in the sale of 6.13 acres of manufacturing-service-commercial — or MSC-zoned — Riverside County land. Richard Roby of CB Commercial's Riverside office, and Allen Nunez and Marty Smith of the firm's San Diego office sold the investment property at the northwest corner of Del Norte and O'Hana Circle for \$200,000 to developers Dean and Norman Mathieu. The buyers were represented by Ron Redstead of Coldwell Banker Realty.

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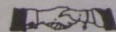
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PEOPLE, PLACES & EVENTS

Business development center names young entrepreneurs

Brothers Peter and Brian Mendoza, president and vice president of MBE Electric, Inc. in Riverside and residents of Lake Mathews, were named the 1996 National Young Entrepreneur of the Year for the U.S. Small Business Administration (SBA).

The Mendozas were nominated for the award by Teri Ooms, executive director for the Inland Empire Small Business Development Center in Riverside, because of their success in expanding the eight-year-old company. MBE Electric was started with less than \$100; the company now posts over \$5.5 million in sales with 40 permanent employees.

The company's greatest challenge was the 1-10 lighting project which came after the Northridge earthquake. MBE Electric was called upon to perform an impact study of the prior electrical system, as well as to design and install its replacement.



Marie Isabelle Chavez

Chavez Joins Four-D Academy

Marie Isabelle Chavez was named administrative assistant to Linda Smith, administrator of Four-D Success Academy, Inc., a certified nurses training school in Colton.

Before joining Four-D Success Academy, Chavez was an administrative secretary for the city of Colton for four and one-half years. Among other duties, Chavez is responsible for the placement of Four-D's nursing graduates.

Four-D offers a number of health-related vocational classes in Colton, Riverside and Long Beach.

Collins named CEO of the year

Brian Collins, president of the Inland Empire Economic

Partnership (IEEP), was named chief executive officer (CEO) of the year by the California Inland Empire Chapter of the Public Relations Society of America (CIEC-PRSA) at its annual Polaris Awards banquet. The banquet was held at the California Citrus State Historic Park, Sunkist Center.

The chapter's inaugural award was given to Collins for "demonstrating awareness of the importance of public relations and supporting its principles and practices through a single or long-range effort."

Hemet-based health care board appoints director

Valley Health System's board of directors appointed Gerald Buydos as board member for Valley Health System's Zone 7, representing residents in the city of San Jacinto. The board position was left vacant with the resignation of Lester Redding.

A resident of San Jacinto for more than four years and director of planning for the city of Calimesa, Buydos earned a bachelor's degree in Urban and Transportation Planning-Geography from San Diego State University. He is affiliated with a number of public agencies and charitable organizations.

ExecuTrain Corp. named franchisor of the year

ExecuTrain Corp., with an office in Ontario, was named the number one computer training franchisor in *Entrepreneur Magazine's* seventeenth annual Franchise 500 award. The Atlanta-based company was ranked 98th in the magazine's International Franchise 200.

Founded in 1984, ExecuTrain offers multimedia-based and instructor-led training of popular business application packages. The company also offers high-end network management and application development courses.

Redlands businessman honored

Phil McCririe, owner and founder of Profiles of California, received the "Education Medal of Honor" for his involvement in the Business-Education Partnership Week in late March. The Colton-Redlands-Yucaipa Regional Occupational Program honored McCririe for "going the extra dis-

tance," said program spokeswoman Joan Scott.

McCririe teaches students about the business world in his daily radio show on KCKC-1350 AM, which airs in the Inland Empire.



Larry Fallis

Fallis to manage Bengal sales

Veteran equipment executive Larry Fallis was named general sales manager for Bengal Equipment & Tractor Company of Fontana. Fallis has been involved with construction equipment sales since the 1970s.

Bengal President Charles Crawford said Fallis will also manage sales for Bengal Tractor, Inc. of Nevada. Bengal represents the Hyundai, JCB, Champion, Gehl and Diamond Z equipment lines with branches in El Cajon and Phoenix, Ariz.

Bank promotes Spencer

First Interstate Bank, now merged with Wells Fargo & Co., promoted manager Barbara Spencer of the Galleria at Tyler office in Riverside to vice president.

Spencer joined First Interstate Bank of Nevada in July, 1978 and was appointed to her present position in September, 1995. A native of Vero Beach, Fla., Spencer attended Cerritos City College. Spencer is active in civic and business affairs.

Pusch to head University of Phoenix, SoCal campus

The University of Phoenix promoted Dianne Pusch to the position of director of its Southern California campus, comprised of adult higher education learning centers in Ontario, Diamond Bar, Fountain Valley, Gardena, Lawndale, Van

Nuys, and South Pasadena.

Pusch, who previously served as associate director, will direct academic affairs and operations for a 5,000-member student body of working adults pursuing undergraduate and master's degree programs in business, management, computer information systems and health care.

Pusch served as director of operations for Pandick Technologies, Los Angeles, and Processing Management Systems of Phoenix, Ariz., both high-growth companies specializing in printing technologies. She is a Phi Beta Kappa graduate of Southern Illinois University and obtained her M.B.A. at the University of Phoenix, the sixth-largest, regionally-accredited private university in the nation.

Wilkinson to argue case before the Supreme Court

Gregory Wilkinson of Best & Krieger LLP will argue the endangered species-related case *Bennett vs. Plennert* before the U.S. Supreme Court in the fall. It marks the first time since the law firm was founded in 1891 that it will argue as an advocate in that venue.

Wilkinson specializes in water law issues; he became a water attorney for the United Nations in 1982 and represents California clients in such conflicts as the north-to-south export of water through the Sacramento River Delta and the operation of the Central Valley Project.

Employee investors acquire 100 percent of voting stock

Jack Brown — chairman, president and chief executive officer of the Stater Companies — announced La Cadena Investments, a general partnership consisting of the senior management of Stater Bros. Markets, acquired 100 percent of the voting stock of Stater Bros. Holdings, the parent company of Stater Bros. Markets and Stater Bros. Development.

Brown owns the majority interest in La Cadena Investments and is also its managing partner.

Stater Bros. Markets operates 110 supermarkets in the "heartland" of Southern California. It is the 12th-largest private company in California, and the 34th-largest supermarket chain in the nation with sales in excess of \$1.6 billion.

Influence: Portable power for the '90s

by Elaine Zuker

Part 1 of 2

What if you possessed a magical power that enticed people to cooperate with you? What if your boss enthusiastically implemented your suggestions, your staff was fascinated with your presentations and willingly volunteered for additional projects, and client contract negotiations were decided in your favor — what if you had this ability?

Of course there isn't a magical power for winning people over, but you can develop a set of skills that will give you that edge. Influence skills, when learned and mastered, are a simple yet powerful set of techniques that will help you win support for your ideas and proposals, gain the respect of management, and earn the credibility of colleagues.

What is influence?

I define influence as "the power to affect change, or to achieve a result, without the use of force or formal authority." Influence is power — the power to motivate, to sell, to be more effective, more potent, and more satisfied. But influence isn't power alone. It isn't just communication. And it certainly isn't manipulation.

Influence is a gentle, subtle skill. It is a much more refined approach to affecting others than the use of authority or coercion. Expertise is needed to truly influence for positive, long-term results of advantage to both sides. Influence is a positive process. You get the results you want while allowing others to get the results they want. You create a mutually beneficial relationship. This is the most important feature of influence skills — your ability to create a win-win situation.

Influence in an Age of Change

The 1990s have ushered in an unprecedented age of change in the business world. New technologies are being touted daily; organizations are restructuring, merging, downsizing, acquiring. Communication advances are changing our working relationships as well as our environments. We are changing in ways unimaginable a decade ago.

With almost everything about business changing, it's no wonder we're in need of a power-tool for success. It used to be that when you started up the corporate ladder, you

were told that in order to achieve success you simply needed to put in your time and to develop your professional and technical expertise. After a while, this began to change and you heard that "it's not what you know, it's who you know." You began to learn the importance of contacts, and how to build a network of helpful people.

Now we have entered a new era. You can't count on technical or professional expertise alone. These skills can quickly become obsolete. And you can't simply count on your contacts, since high level contacts can vanish overnight with the next corporate shake-up, budget cut, acquisition or merger.

What will guarantee your success is power that you can count on, a set of interpersonal skills that you can practice anytime, anywhere, inside or outside an organization. This "portable power" comes from possessing a set of influence skills that transcend obsolescence or corporate changes. This is the portable power of influence.

What's Wrong With This Picture?

Sandra, a technical specialist, supervised a small development group for a medical equipment manufacturer. She was well respected and well paid, but not considered to be on the fast track. One day, while doing some research at a university hospital, she noticed an impressive piece of equipment that had been produced overseas.

Back in her office, Sandra kept thinking about the machine. After some number crunching, she became convinced that her company could manu-

facture the unit better and less expensively than the foreign competitor.

Sandra then conducted some preliminary market research and found a large market for an improved version of the device. Armed with this data, she began to marshal interest in the project among her colleagues.

Soon, however, she started to run into subtle roadblocks. The vice president of marketing abruptly canceled two meetings with her and offered only thin excuses. Then, her own boss, although aware of her interest in the machine, assigned her to another project and told her to put new-product development on the back burner.

At first, Sandra thought she was just being paranoid. Soon, however, she realized that even with the best of intentions, her efforts had come to nothing. Despite her enthusiasm, she had been unable to gain the support and cooperation she needed from her colleagues, especially those in upper management.

Doing it the Old-Fashioned Way

Sandra didn't understand how to gain support from those outside her sphere of influence. She didn't check what was competing with her for management attention. Neither did she collaborate and gain her colleagues' cooperation and participation before launching into her presentations.

She didn't realize that the data which she hired a market researcher to gather was already available in the company in another department. All she needed to do was to communicate

her intentions and make a contact.

Without support from her staff or other people in the department, her boss didn't give her idea much credence. The vice president of marketing didn't want to go over the head of Sandra's boss, so he wouldn't meet with her.

Consequently, what may have been a great idea was quashed before it had a chance, simply because Sandra didn't pay attention to all the influence work that needed to be done. She was playing by an old set of rules. She failed because she was not sensitive to the organizational and human realities of her situation — she did not use the portable power of influence.

Elaine Zuker is a seasoned businesswoman, consultant, author, lecturer and educator. She holds degrees in psychology, business, management and organizational development. Zuker has served on the faculties of several colleges and universities and lists top national corporations among her clients.

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Director sees bright future ...

continued from Page 15

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MAY 17

WOMEN & BUSINESS EXPO

RIVERSIDE CONVENTION CENTER

Business development center names young entrepreneurs

Brothers Peter and Brian Mendoza, president and vice president of MBE Electric, Inc. in Riverside and residents of Lake Mathews, were named the 1996 National Young Entrepreneur of the Year for the U.S. Small Business Administration (SBA).

The Mendozas were nominated for the award by Teri Ooms, executive director for the Inland Empire Small Business Development Center in Riverside, because of their success in expanding the eight-year-old company. MBE Electric was started with less than \$100; the company now posts over \$5.5 million in sales with 40 permanent employees.

The company's greatest challenge was the I-10 lighting project which came after the Northridge earthquake. MBE Electric was called upon to perform an impact study of the prior electrical system, as well as to design and install its replacement.



Marie Isabelle Chavez

Chavez Joins Four-D Academy

Marie Isabelle Chavez was named administrative assistant to Linda Smith, administrator of Four-D Success Academy, Inc., a certified nurses training school in Colton.

Before joining Four-D Success Academy, Chavez was an administrative secretary for the city of Colton for four and one-half years. Among other duties, Chavez is responsible for the placement of Four-D's nursing graduates.

Four-D offers a number of health-related vocational classes in Colton, Riverside and Long Beach.

Collins named CEO of the year

Brian Collins, president of the Inland Empire Economic

Partnership (IEEP), was named chief executive officer (CEO) of the year by the California Inland Empire Chapter of the Public Relations Society of America (CIEC-PRSA) at its annual Polaris Awards banquet. The banquet was held at the California Citrus State Historic Park, Sunkist Center.

The chapter's inaugural award was given to Collins for "demonstrating awareness of the importance of public relations and supporting its principles and practices through a single or long-range effort."

Hemet-based health care board appoints director

Valley Health System's board of directors appointed Gerald Buydos as board member for Valley Health System's Zone 7, representing residents in the city of San Jacinto. The board position was left vacant with the resignation of Lester Redding.

A resident of San Jacinto for more than four years and director of planning for the city of Calimesa, Buydos earned a bachelor's degree in Urban and Transportation Planning-Geography from San Diego State University. He is affiliated with a number of public agencies and charitable organizations.

ExecuTrain Corp. named franchisor of the year

ExecuTrain Corp., with an office in Ontario, was named the number one computer training franchisor in *Entrepreneur Magazine's* seventeenth annual Franchise 500 award. The Atlanta-based company was ranked 98th in the magazine's International Franchise 200.

Founded in 1984, ExecuTrain offers multimedia-based and instructor-led training of popular business application packages. The company also offers high-end network management and application development courses.

Redlands businessman honored

Phil McCririe, owner and founder of Profiles of California, received the "Education Medal of Honor" for his involvement in the Business-Education Partnership Week in late March. The Colton-Redlands-Yucaipa Regional Occupational Program honored McCririe for "going the extra dis-

tance," said program spokeswoman Joan Scott.

McCririe teaches students about the business world in his daily radio show on KCKC-1350 AM, which airs in the Inland Empire.



Larry Fallis

Fallis to manage Bengal sales

Veteran equipment executive Larry Fallis was named general sales manager for Bengal Equipment & Tractor Company of Fontana. Fallis has been involved with construction equipment sales since the 1970s.

Bengal President Charles Crawford said Fallis will also manage sales for Bengal Tractor, Inc. of Nevada. Bengal represents the Hyundai, JCB, Champion, Gehl and Diamond Z equipment lines with branches in El Cajon and Phoenix, Ariz.

Bank promotes Spencer

First Interstate Bank, now merged with Wells Fargo & Co., promoted manager Barbara Spencer of the Galleria at Tyler office in Riverside to vice president.

Spencer joined First Interstate Bank of Nevada in July, 1978 and was appointed to her present position in September, 1995. A native of Vero Beach, Fla., Spencer attended Cerritos City College. Spencer is active in civic and business affairs.

Pusch to head University of Phoenix, SoCal campus

The University of Phoenix promoted Dianne Pusch to the position of director of its Southern California campus, comprised of adult higher education learning centers in Ontario, Diamond Bar, Fountain Valley, Gardena, Lawndale, Van

Nuys, and South Pasadena.

Pusch, who previously served as associate director, will direct academic affairs and operations for a 5,000-member student body of working adults pursuing undergraduate and master's degree programs in business, management, computer information systems and health care.

Pusch served as director of operations for Pandick Technologies, Los Angeles, and Processing Management Systems of Phoenix, Ariz., both high-growth companies specializing in printing technologies. She is a Phi Beta Kappa graduate of Southern Illinois University and obtained her M.B.A. at the University of Phoenix, the sixth-largest, regionally-accredited private university in the nation.

Wilkinson to argue case before the Supreme Court

Gregory Wilkinson of Best Best & Krieger LLP will argue the endangered species-related case *Bennett vs. Plennert* before the U.S. Supreme Court in the fall. It marks the first time since the law firm was founded in 1891 that it will argue as an advocate at that venue.

Wilkinson specializes in water law issues; he became a water attorney for the United Nations in 1982 and represents California clients in such conflicts as the north-to-south export of water through the Sacramento River Delta and the operation of the Central Valley Project.

Employee investors acquire 100 percent of voting stock

Jack Brown — chairman, president and chief executive officer of the Stater Companies — announced La Cadena Investments, a general partnership consisting of the senior management of Stater Bros. Markets, acquired 100 percent of the voting stock of Stater Bros. Holdings, the parent company of Stater Bros. Markets and Stater Bros. Development.

Brown owns the majority interest in La Cadena Investments and is also its managing partner.

Stater Bros. Markets operates 110 supermarkets in the "heartland" of Southern California. It is the 12th-largest private company in California, and the 34th-largest supermarket chain in the nation with sales in excess of \$1.6 billion.

Influence: Portable power for the '90s

by Elaine Zuker

Part 1 of 2

What if you possessed a magical power that enticed people to cooperate with you? What if your boss enthusiastically implemented your suggestions, your staff was fascinated with your presentations and willingly volunteered for additional projects, and client contract negotiations were decided in your favor — what if you had this ability?

Of course there isn't a magical power for winning people over, but you can develop a set of skills that will give you that edge. Influence skills, when learned and mastered, are a simple yet powerful set of techniques that will help you win support for your ideas and proposals, gain the respect of management, and earn the credibility of colleagues.

What is influence?

I define influence as "the power to affect change, or to achieve a result, without the use of force or formal authority." Influence is power — the power to motivate, to sell, to be more effective, more potent, and more satisfied. But influence isn't power alone. It isn't just communication. And it certainly isn't manipulation.

Influence is a gentle, subtle skill. It is a much more refined approach to affecting others than the use of authority or coercion. Expertise is needed to truly influence for positive, long-term results of advantage to both sides. Influence is a positive process. You get the results you want while allowing others to get the results they want. You create a mutually beneficial relationship. This is the most important feature of influence skills — your ability to create a win-win situation.

Influence in an Age of Change

The 1990s have ushered in an unprecedented age of change in the business world. New technologies are being touted daily; organizations are restructuring, merging, downsizing, acquiring. Communication advances are changing our working relationships as well as our environments. We are changing in ways unimaginable a decade ago.

With almost everything about business changing, it's no wonder we're in need of a power-tool for success. It used to be that when you started up the corporate ladder, you

were told that in order to achieve success you simply needed to put in your time and to develop your professional and technical expertise. After a while, this began to change and you heard that "it's not what you know, it's who you know." You began to learn the importance of contacts, and how to build a network of helpful people.

Now we have entered a new era. You can't count on technical or professional expertise alone. These skills can quickly become obsolete. And you can't simply count on your contacts, since high level contacts can vanish overnight with the next corporate shake-up, budget cut, acquisition or merger.

What will guarantee your success is power that you can count on, a set of interpersonal skills that you can practice anytime, anywhere, inside or outside an organization. This "portable power" comes from possessing a set of influence skills that transcend obsolescence or corporate changes. This is the portable power of influence.

What's Wrong With This Picture?

Sandra, a technical specialist, supervised a small development group for a medical equipment manufacturer. She was well respected and well paid, but not considered to be on the fast track. One day, while doing some research at a university hospital, she noticed an impressive piece of equipment that had been produced overseas.

Back in her office, Sandra kept thinking about the machine. After some number crunching, she became convinced that her company could manu-

facture the unit better and less expensively than the foreign competitor.

Sandra then conducted some preliminary market research and found a large market for an improved version of the device. Armed with this data, she began to marshal interest in the project among her colleagues.

Soon, however, she started to run into subtle roadblocks. The vice president of marketing abruptly canceled two meetings with her and offered only thin excuses. Then, her own boss, although aware of her interest in the machine, assigned her to another project and told her to put new-product development on the back burner.

At first, Sandra thought she was just being paranoid. Soon, however, she realized that even with the best of intentions, her efforts had come to nothing. Despite her enthusiasm, she had been unable to gain the support and cooperation she needed from her colleagues, especially those in upper management.

Doing it the Old-Fashioned Way

Sandra didn't understand how to gain support from those outside her sphere of influence. She didn't check what was competing with her for management attention. Neither did she collaborate and gain her colleagues' cooperation and participation before launching into her presentations.

She didn't realize that the data which she hired a market researcher to gather was already available in the company in another department. All she needed to do was to communicate

her intentions and make a contact.

Without support from her staff or other people in the department, her boss didn't give her idea much credence. The vice president of marketing didn't want to go over the head of Sandra's boss, so he wouldn't meet with her.

Consequently, what may have been a great idea was quashed before it had a chance, simply because Sandra didn't pay attention to all the influence work that needed to be done. She was playing by an old set of rules. She failed because she was not sensitive to the organizational and human realities of her situation — she did not use the portable power of influence.

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MAY 17

WOMEN & BUSINESS EXPO

RIVERSIDE CONVENTION CENTER

Inland Empire Restaurant Review

by Robert Bledsoe

Sima's

Remember that guy in the white suit who would go to the most deserted bar in the world and introduce whoever is left to this fantastic new alcoholic beverage called Zima? Well, Zima zucks, but Sima's (the restaurant) rules.

Located in the worst part of Colton, right by San Bernardino, Sima's sticks out like a sore thumb amidst the numerous hangover-cen-

tral menudo factories populating the area. Serving continental cuisine and numerous German beers, it's not what you'd expect to find.

For an appetizer, I tried the Crepes Franz-Josef (\$4.80) — stuffed with ragu of chicken meat, mushroom, and tomato in cream sauce. Tasty. For the seafood lover in you, they've got Coquilles St. Jacques (\$4.80) — scallops in fine white wine cream sauce, French bread and butter.

I didn't get to try any of the main course salads we ordered because my dining partners — dining feudal lords is more like it — publisher Bill Anthony and Inland Empire Television News anchor Joe Lyons ate them all. I can only assume that this indicated that they were very good.

For entrées, the Chicken Tropical (\$8.95) can do you no wrong. Check this out: it's chunks of chicken in a spicy curry sauce with Mandarin oranges, coconut, raisins, bay shrimp and pineapple pasta. Can you say "extraordinaire?"

The Filet Mignon Pizzaiola (\$13.95) is an 8-ounce filet, topped with tomato, onion, bell pepper, garlic, vegetables and pasta. It was good, but if you come to Sima's, don't waste your time on the steaks; go to Claim Jumpers or something. If you want filet, then you're gonna die when you try the Filet Goulash Stroganoff (\$12.95) — chunks of beef filet in a sour cream sauce with diced pickles over pasta. This is one of those rare dishes I have experienced throughout my quarter of a century in which a restaurant is actu-

ally able to cook a dish better than my own mother. I swear to goodness, this has only happened like three times, ever.

Sima's dessert list is something to drool over, but unfortunately, that's all I got to do since Bill and Joe devoured their desserts like they were in the Donner Pass party. Oh, sure, they shoved the last scraps my way, but desserts are like beer: you don't consume the bottom.

Sima's is located at 801 N. La Cadena Drive in Colton. You better call (909) 370-4326 for reservations because the place is kind of small.

Robert Bledsoe is producer of the Inland Empire Television News' weekly "Restaurant Review" segment, airing Thursdays.

Culinary Chapter Re-established in Inland Empire

The American Culinary Federation (ACF) has re-established a chapter in the Inland Empire which will host a fund-raising dinner to benefit apprentice training and a team of world-class competitive chefs.

The newly formed Greater Ontario Chefs and Cooks Association, a chapter of the Florida-based ACF, is hosting a semi-formal dinner for an anticipated 200 guests June 10 at the Mission Inn, Riverside. Eleven apprentices from different Inland Empire kitchens will help prepare and serve the organization's inaugural "Chefs and Apprentice Dinner," a six-course meal with wine. Also scheduled is a pre-dinner hors d'oeuvres reception with live jazz in the Mission Inn ballroom.

Chef Roger Gamboa of Hollywood Park Casino said the

now-disbanded Orange Empire chapter was reorganized for chefs and cooks "to get not what was promised, but what is expected." He said the focus of the new chapter would be on apprenticeship advancement because the 12 founding members foresee growing demands for superior food-service quality in the region, centered around hotel kitchens in the Ontario International Airport area.

Formerly a resident of the area, Gamboa is a member of ACF's Team California which will travel to the Culinary Olympics in Germany. Gamboa studied culinary arts at San Bernardino Valley College and advanced his skills by working first in the Inland Empire, then in Texas and Louisiana. "I'm glad to be able to come back and do something for the community," he said.

Team California consists of eight chefs who work at restaurants located from San Diego to Redding. The same chefs also volunteer to provide food preparation for relief workers, such as Red Cross and fire-fighting personnel, during state-declared disasters.

Apprentice-student chef Jefferson Pierce of the Ontario Hilton said the Greater Ontario chapter should grow quickly from its present 40 members. He said estimates of culinarians in the Inland Empire range from 1,500 who are employed in finer restaurant kitchens, to a total of 5,000 who are employed in various levels of food preparation.

Pierce, who attended the California Culinary Academy in San Francisco, said the apprentice program is geared toward assisting "anyone in the food service industry who's just starting out, who is willing to learn and grow with the industry."

Pierce said the \$75-per-person dinner is also meant to heighten diners' appreciation for the culinary quality available throughout the region. Proceeds will fund the chapter's apprentice training program and Team California's trek to the Culinary Olympics in September.

—Gary Brodeur

For information on the First Annual Greater Ontario Chefs and Apprentice Dinner, contact Roger Gamboa at (310) 330-2800, ext. 2130, or Jim Delahery at (909) 737-7936.

and Entertainment Guide

MEAD ON WINE

by Jerry Mead

Laurier Update

The first three women winemakers of my acquaintance were Zelma Long, Mary Ann Graf and Merideth "Merry" Edwards.

Long started at Robert Mondavi and moved to Simi where she had so much success that she's now president and CEO (chief executive officer) — she delegates winemaking to a very talented staff. When Long was a hands-on winemaker, there were few better.

Graf, interestingly, was Long's predecessor at Simi before leaving to establish a private laboratory and consulting business. Graf now helps make many wineries' wines better.

If one had started drinking the wines made by Edwards way back when (1974), one has been drinking very well for the past couple of decades. Starting with a stint at Mount Eden Vineyards in the Santa Cruz Mountains, she next surfaced at Matanzas Creek in Sonoma County (1977) where she helped establish that property's still sterling reputation. Edwards, too, was and is a consultant, working for several properties. She has had her own label, The Merry Vintners.

A series of tragedies led to Edwards' current position as winemaker for Laurier. Founder of the brand, Jacob Shilo, died unexpectedly and his wife sold it to a corporation which not only went bankrupt, but was under a financial cloud of suspicion involving all kinds of accusations of financial hanky-panky.

It looked like the end for Laurier, but a company called Classic Wines bought the existing inventory and the rights to the brand name. Classic Wines decided the Laurier label and its reputation were worth saving. Enter Edwards, who was originally assigned only to make her very personal style of barrel-fermented Chardonnay. Vintage 1992 was her first and it was a critical success from the beginning.

As the years passed, Edwards drew attention to her strong relations with growers in the Russian River and Carneros growing regions. It was decided to add a Pinot Noir to the line, giving Laurier a Burgundian-style red as well as a white.

Laurier wines have limited

availability because they are hand-made, come from select premium vineyards, employ a large percentage of new barrels each year and feature the kind of hands-on winemaking by Edwards that assures excellence. They are easier to find than some limited production wines because they are owned by a company with strong national marketing. To track down the nearest retail availability, contact Classic Wines at (800) 692-5780.

Laurier 1993 "Sonoma" Chardonnay (\$15): Lovely, barrel-fermented style, superbly balanced with smoky, toasty aromatics and flavor complexities, on a base of fruit that leans to light tropical flavors and not-too-sweet pineapple. Flavors build and intensify through the taste experience. Plenty of crisp acidity. Very good value. Rating: 89/89.

Laurier 1994 "Sonoma" Pinot Noir (\$16): A blend of Russian River and Sonoma Carneros fruit, it has all my favorite Pinot flavors and smells, and is rich and full enough to satisfy while remaining silky and elegant. The base fruit is black cherry, but that doesn't begin to tell the story. There are tea leaf and dried rose petal smells and tastes, plus earthy, smoky qualities, some of which, no doubt, come from the barrels. As delicious and attractive

as it is, it will definitely be better in five years and it might go 10 or more. It's an awesome debut! Rating: 93/90.

CHALK HILL QUICKIE

Winemaker Dave Ramey left to become winemaker at Napa Valley's Dominus, which should prove very interesting indeed. Ramey's flavors should please the French owners, but his style runs to much softer tannins, which would be a big change for Dominus.


Chalk Hill 1992 "Estate" Cabernet Sauvignon (\$20): I like this wine — a lot — but not everyone will. It is a controversial style, and I know at least one fellow critic who thinks it is dreadful and flawed. He thinks it lacks fruit, and the qualities that I find to be attractive complexities, he considers off-odors and -flavors.

The wine reminds me a great deal of many of the most expensive wines of Bordeaux, and it is produced from that family of grapes, with 16 percent Merlot and 8 percent Cabernet Franc in the blend. And the wine was aged entirely in French oak barrels ... 50 percent of them brand new. That's a very high percentage because these barrels are very expensive. Few wineries employ as much as one-third new barrels. The new wood flavors are

very much in evidence, by the way.

The fruit is ripe, dark cherry, berry and cassis. In the nose you'll find smoky, earthy, truffles-and-mushrooms kinds of smells, and a kind of pleasant mulchy, autumnal dankness. All of what you smell, plus a touch of cedar, comes through in the after-flavors. The structure is amazingly round and approachable for a three-year-old wine. No need to cellar this one, although it's bound to improve with cellaring in the short term, if not for the long haul. A not inexpensive "love or hate" wine that you should probably check out for yourself if you're a serious collector of California Cabernet. Rating: 90/85.


Wines are scored using a unique 100 point system: first number ranks quality; second number rates value.



Donald D. Galleano
President

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California Wines

by Bill Anthony

Atlas Peak Vineyards - 1993 Sangiovese, Napa Valley: \$16
1993 Sangiovese, Napa Valley Reserve: \$24.

Alderbrook Vineyards - 1994 Pinot Noir, Russian River Valley: \$16.

Bandiera Winery - 1993 Cabernet Sauvignon, Napa Valley: \$9.

Beaulieu Vineyards - 1994 Chardonnay, Carneros, Napa Valley Reserve: \$18.95.
1994 Pinot Noir, Carneros, Napa Valley: \$11.95.

Belvedere Winery - 1994 Chardonnay, Russian River Valley: \$14.

Benziger Family Winery - 1994 Chardonnay, Carneros, Napa Valley: \$13.
1993 Pinot Noir: \$15.

Beringer Vineyards - 1993 White Meritage, Knight's Valley: \$9.

Blackstone - 1994 Chardonnay, Monterey County, Grand Reserve: \$9.

Brutocao Cellars - 1993 Zinfandel, Mendocino, Hopland Ranch: \$12.50.

Canyon Road Winery - 1995 Sauvignon Blanc: \$6.
1995 Chardonnay: \$6.

Cardinale Winery - 1994 White Meritage, "Royale": \$15.

Castelletto - 1994 Cortese, Temecula: \$16.
1993 Sangiovese, Temecula: \$18.

Jerry D. Mead's New World International Wine Competition contributed to this column.

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CORNER ON THE MARKET

BOOMERS HIT 50: SO, WHAT'S THE BIG DEAL

The press has been full of headlines indicating the oldest Baby Boomers will hit 50 this year. Many business owners will wonder why they should care. While these headlines are a little hyped, I think that over the next five years or so this phenomenon will have very important impacts upon many businesses. Business men and women will need to adjust their marketing plans and advertising approaches.

the length of the snake. The impact of this generation on society is no less dramatic.

Eadie and Payne, certified public accountants, sponsored an Age Wave conference in Riverside last year. Dr. Bruce Clark of Age Wave Inc. boldly stated, "I believe the most important concept of this phenomenon is that it has never happened before."

We have a tendency to plan the future by extrapolating from the past. In other words, if a business has a target market including people 50 to 65 years old, the news of a huge increase in this consumer age group seems bright indeed. However, if a company plans to approach advertising and promotion as it has in the past, chances are strong that these efforts will fail, according to Age Wave researchers and others.

Since this has never happened before, then how do we know what to expect?

According to Cheryl Russell,

author of the "Master Trend — How the Baby Boom Generation is Remaking America," and editor of *The Boomer Report*, Boomers' parents raised their children to think for themselves. Studies of child-rearing practices show that parents of the 1950s and 1960s consistently ranked "to think for themselves" as the number one trait they wanted to nurture in their children.

They invested in their children's educations, and they encouraged their children to succeed at "anything they worked hard at." This group was encouraged to succeed in a job market that rewarded competitive drive more than a cooperative spirit, as well as rewarding individual skills more than teamwork.

More than any generation before them, Baby Boomers put their personal needs ahead of group loyalty. "When deciding whether to acquire memberships, spouses, or products, they act like free-agent athletes," said Russell. "Baby Boomers are entirely unlike older generations of Americans, both in attitudes and lifestyles."

Businesses that ignore this profound difference in the Boomers do so at their peril.

Of course, all Boomers are not alike. They were raised with the admonition, "do your own thing." Marketers who successfully segment and target specific niches within this aging population will find that the point of commonality within this group is the possession of both the will and the money to spend.

Boomers share some common traits and circumstances that need to be addressed by marketers. Growing up with all the advantages, they became more educated than any generation in history. Living as teenagers through the protest years of the Vietnam War, they have their own unique stamp.

"They have become middle-aged people who hang onto their rebellious youth while managing the responsibilities of jobs and children," said Russell. "They are well-educated, high-tech parents who suffer from lack of leisure time."

Charles Schewe, professor of marketing at the University of Massachusetts at Amherst, says, "Boomers are marked by their

skepticism and rejection of authority." Baby Boomers are more likely to own computers and access electronic bulletin boards, send and receive electronic mail and faxes, and voice their own opinions through electronic "town meetings."

According to a *Roper Report*, they are also more likely to have negative opinions about financial services such as banking and credit cards. They are also more inclined to believe anything labeled "natural" is better. Roper finds that 52 percent of adults ages 30 to 44 think natural cereal is better, compared with only 39 percent of those 60 years of age and older.

According to Roper, baby Boomers are more likely than younger or older adults to take regular walks of one mile or more. Nearly 40 percent of Boomers have already cultivated this habit. This single phenomenon has helped several walking shoe-oriented companies grow steadily over the last decade. It will undoubtedly have a powerful influence on health and medically-related industries. According to Clark, we cannot expect the Boomers' attitudes about health, fitness and wellness to parallel the current senior population.

This amazing phenomenon will impact all facets of business as no other event in modern history. If you are a decision maker, or interested in what the Boomers will do to your business, or its effects on the health industry, be sure to attend this year's Age Wave conference, sponsored by Loma Linda University and Eadie & Payne in Riverside on May 14. Dr. Clark, renowned keynote speaker on this topic, will host this exciting event. This is an excellent opportunity to learn more about this important subject. Call (909) 889-0071 for details.

Ron Burgess is a marketing and merchandising consultant specializing in integrated planning and marketing systems. A consultant for more than 12 years, Burgess has developed numerous automated marketing systems and founded STRATUS, a full-service marketing and graphics agency. He may be contacted at (909) 335-8111.

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Connell ... continued from Page 5

economy, others bring business skills and investment capital that contribute to growth.

Connell said while she "would like to support Gov. Wilson's" proposed 15 percent tax cut for individuals and corporations, "I just don't think we have the resources to do that."

The controller said she will continue to aggressively audit operations within California government to find savings for taxpayers through the remainder of her four-year term.

—Gary Brodeur

Panel Formed ... continued from Page 14

Meador, Esq., of Las Vegas; Son Layn R. Phillips of Irell & Manella, Newport Beach; David W. Rudy of Just Accord, Colorado Springs, Colo.; Diane R. Smith of Snell & Wilmar, Irvine; and Yaroslav Sochynshky of Landels, Ripley & Diamond, San Francisco.

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Yonk's Exports, 2812 Auburn Ct., Palm Springs, CA 92262, Renier Jonker

Z&R Graphics, 13505 Yorba Ave. #D, Chino, CA 91710, Jose Rosas

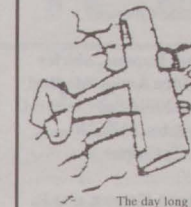
Zepeda Labor Contractor, 88-800 Ave. 61, Thermal, CA 92274, Navor O. Zepeda

Zorba's Greek Restaurant, 42-434 Bob Hope Dr., Rancho Mirage, CA 92270, Kathleen Rector

Zuniga Tire, 302 E. Florida, San Jacinto, CA 92584, Enequina Zuniga

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Apple Valley, CA 92307
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Redlands Chamber of Commerce

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Saturday & Sunday, June 1 and 2
Showtime 12-3

featuring
Bob Hoover

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General Admission \$5.00, 5-12 years old \$3.00, under 5 free.
Gates open at 7:00 am.

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- Food & Drinks/ Comidas y Bebidas•
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a series of speakers panels discussing:

- Business Planning
- Cost effective Marketing
- Financing
- Customer & Employee Relations

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Hosted by the Montclair Chamber & the City of Montclair -

Admission tickets \$10 & \$15 at the door. Call us at 909.624.4569

BANKRUPTCIES

Richard Michael Ballard, aka Rick Ballard, Deborah Lorene Ballard, aka Debby Ballard, aw Brookside Financial, Inc., fdba Ballard's Berries, 31144 5th Ave., Redlands; debts: \$625,881, assets: \$648,500; Chapter 7.

Wanda Lou Bergman, aka Wendi Lou Bergman, dba Stay in Touch, 600 Central #130, Riverside; debts: \$18,945, assets: \$980; Chapter 7.

Franklin Roy Birch, fdba Frank Birch Performance Engines, B&B Automotive Specialties, Inc., an Oregon Corp., 54-435 Eisenhower Drive, La Quinta; debts: \$41,874, assets: \$7,000; Chapter 7.

Glen E. Brogdon, Monica Brogdon, fdba BCORD, 6601 Victoria #K171, Highland; debts: \$40,258, assets: \$10,925; Chapter 7.

Mark David Carda, Lynne Ellen Carda, aka Lynne Ellen Hardwick, dba RSI, aka Realty Sign Installers, fdba Del Rosa Signs, 2650 Harrison St., San Bernardino; debts: \$175,718, assets: \$142,656; Chapter 7.

William A. Carleton, Mary A. Carleton, dba Bill's Place, 7142 Cypress, Fontana; debts: \$209,907, assets: \$154,840; Chapter 7.

Davis L. Crabtree, aka Dave L. Crabtree, Dale A. Crabtree, dba D&D Construction Company, 2921 Juniper Drive, Corona; debts: \$240,746, assets: \$226,001; Chapter 7.

Alex R. Deatherage, Elizabeth L. Deatherage, fdba Coast Enterprises, aka Coast Caps, 2755 St. Andrews, Ontario; debts: \$181,324, assets: \$141,520; Chapter 7.

Jose R. Diaz, Rachael Anne Diaz, aka Rachel Anne Madrid, fdba Tony's Pizza, 2845 Alameda Ave., San Bernardino; debts: \$140,202, assets: \$129,250; Chapter 7.

David Henry Feldkamp, Kimberly Dawn Feldkamp, fdba Empire Body & Paint, 6278 Oak Ave., Angeles Oaks; debts: \$258,611, assets: \$10,680; Chapter 7.

James J. Ferris, Marjorie B. Ferris, dba James J. Ferris

Enterprises, 24078 Juniper Flats Road, Homeland; debts: \$177,026, assets: \$145,628; Chapter 7.

William James Rozema, Shirley M. Rozema, fdba Action Medical Transcription, 20744 Pah-Ute Road, Apple Valley; debts: \$134,230, assets: \$102,167; Chapter 7.

Ralph Magwood Holmes, dba R. H. Enterprises, 4280 Estrada Drive, Riverside; debts: \$334,266, assets: \$264,550; Chapter 7.

Robert Carlan Hunter, Carol Mae Hunter, dba Hunter & Associates, faw All Gold Realty, Inc., fdba Carlan Companies, 12866 San Juan St., Victorville; debts: \$580,769, assets: \$219,950; Chapter 7.

Jeffery E. ("Jeff") Jones, Judy D. Jones, fdba Safeguard Electric/Service Central/Allied Advisory Group, 9181 Bold Ruler Lane, Riverside; debts, assets schedules not available; Chapter 7.

Patrick Lee Jovin, aka Patrick L. Jovin, Patrick Jovin, Merrilyn Elaine Jovin, aka Merrilyn E. Jovin, aka Merrilyn Jovin, fdba Champion Auctioneers, 2374 Santa Anita Road, Norco; debts: \$443,758, assets: \$278,130; Chapter 7.

Randy M. King, dba Randy King Trucking, 4875 F St., San Bernardino; debts: \$87,760, assets: \$31,120; Chapter 7.

Thomas Glen Kuhry, Bonnie Marie Kuhry, dba The Great American Real Estate Co., 32481 Carnelian Road, Lucerne Valley; debts: \$157,811, assets: \$66,380; Chapter 7.

Keith Allen Landau, Melanie Dawn Landau, dba Accucode, 44623 Johnston Drive, Temecula; debts: \$232,343, assets: \$151,280; Chapter 7.

Stephan D. Landau, Antonette M. Landau, aka Toni Landau, fdba Redline Concrete Cutting, 26935 Fayence Drive, Murrieta; debts: \$273,923, assets: \$193,750; Chapter 7.

Robert V. Loper, dba R. V. Loper Construction, aka R. V. Loper Company, 638 West Nuevo Road,

Perris; debts: \$350,560, assets: \$100,000; Chapter 7.

Manuel Luna, Teresa Luna, dba Manuel Luna Environmental Care, 77-511 Calle Madrid, La Quinta; debts: \$63,494, assets: \$58,180; Chapter 7.

John C. Maclean, Nancy A. Maclean, fdba Canyon Concrete, a sole proprietorship, 68040 Empalmo Road, Cathedral City; debts: \$60,720, assets: \$29,115; Chapter 7.

Christina Michas, aka Tina Michas, CM Design, Animal House, fdba Four Paws 'N Tail, 40048 Sagewood, Palm Desert; debts: \$70,818, assets: \$18,101; Chapter 7.

Donna E. Moreno, fdba Certified Computer Cabling, 16880 Mission St., Hesperia; debts: \$95,480, assets: \$30,345; Chapter 7.

Robert D. Ong-Single, fdba Ong Chin Whe Jewelry, 675 Terra Drive, Corona; debts: \$96,483, assets: \$15,700; Chapter 7.

Randolph V. Ontiveros, Teresa Ontiveros, fdba Oriental Gardens, 28680 Ashby Lane, Nuevo; debts: \$209,041, assets: \$4,875; Chapter 7.

Marilyn Beverly Peek, aka Meryl B. Peek, Meril B. Peek, Merilyn Schwenke, dba Jadestone Boarding Kennels, aka Merit Building Maintenance Co., Peek Services, 4833 Highway 138, West Cajon Valley; debts: \$136,341, assets: \$65,100; Chapter 7.

James Gordon Reid, Judith Eleanor Reid, fdba Diamond Appraisal Service, 15325 Spy Glass Drive, Lake Elsinore; debts: \$283,392, assets: \$181,710; Chapter 7.

Joseph John Russell, aka Joe Russell, Gloria Russell, fdba J&R Specialty Products, 2874 West Linda Vista Drive, Rialto; debts: \$219,249, assets: \$138,393; Chapter 7.

Joseph Frederick Schiavon, Lori Lynne Schivon, fdba Schiavon Homes, 22124 Drover Way, Canyon Lake; debts: \$496,665, assets: \$445,400; Chapter 7.

Clemente Gilbert Tarin, Silvia Tarin, fdba S&G Enterprise, 323 Sidewinder Mountain Road, San Bernardino; debts: \$133,054, assets: \$100,410; Chapter 7.

Peter T. Van Cleve, aka Peter Timothy Van Cleve, Brenda Van Cleve, dba Sunrise Cabinets, fdba Gifts by Brenda, 733 Harding St., Hemet; debts: \$172,703, assets: \$82,163; Chapter 7.

Connie Vaughn, fdba C & P Specialties, 25291 Fir Ave., Moreno Valley; debts: \$132,650, assets: \$130,050; Chapter 7.

Dr. Michael Waer, Michelle Lee Waer, aka Michelle Lee Ferguson, dba Chiropractic Pain Relief Center, 2377 Rose Ave., Hemet; debts, assets schedules not available; Chapter 7.

Donna Faye Webb, fdba Johnny Webb Trucking, 5515 Charlotte Lane, Riverside; debts: \$82,357, assets: \$6,300; Chapter 7.

Jeannette M. White, dba Remember When Antiques, 1186 Bottletree Way, Hemet; debts: \$37,895, assets: \$12,953; Chapter 7.

Wilfred Joseph White, aka Wilfred J. White, America White, fdba MDC Airborne Commute, 2029 Peachtree Drive, Perris; debts: \$140,155, assets: \$84,100; Chapter 7.

Michael Anthony Williams, Theresa Lynn Williams, fdba Scappoose Roofing, 229 West Old Mill Road, Corona; debts, assets schedules not available; Chapter 7.

Zachary I. Winn, Ginger Winn, aka Ginger Gonzales, fdba First Impression Printing, 8429 Snow View Place, Rancho Cucamonga; debts, assets schedules not available; Chapter 7.

John Dean Wussick, Judy Lee Wussick, fdba Judy's Pampered Grooming, 7035 Via Flores, Hesperia; debts: \$184,982, assets: \$153,000; Chapter 7.

Douglas Richard Foreman, Christine Ilene Foreman, dba Indiana Quick Print, aka IQP Indiana Quality Printing, 9779 Diana Ave., Riverside; debts, assets schedules not available; Chapter 7.

MAY CALENDAR

MAY EVENTS:

8 Luncheon meeting and seminar "Hiring the Best Fit" will be presented by the National Association of Business Owners, Los Angeles Chapter (NAWBO-LA), from 11:30 a.m. to 2 p.m. at Industry Hills and Sheraton Resort, One Industry Hills Pkwy., City of Industry.

Mary Sullivan of The Sullivan Group will outline the behavioral interviewing method and teach six questioning techniques which may be used to enhance the selection of people who will support the growth of a business. Cost is \$25 for NAWBO members and \$30 for non-members. Advance reservations are required; call (800) 266-8762.

9 Inland Empire Association of Health Underwriters (IEAHU) luncheon. Attorney Carol Lucas, a partner with the Los Angeles office of Roper, Majeski, Kohn & Bentley, will speak on "Managed Care Liabilities." The no-host luncheon will be held at Airport Marriott Hotel, 2200 E. Holt, Ontario. Open to the public; the cost is \$25 at the door. Registration will begin at 11:30 a.m. For information, call (909) 621-4695. For symposium schedules, contact Scott Traylor at (909) 274-3023.

16 California State Polytechnic University, Pomona will hold its second annual Employer Seminar for managers, business owners and supervisors. Through "The Power of Innovation Management," attendees will learn to strengthen their management skills. The seminar is sponsored by Cal Poly Pomona's Career Center and features a panel of experts. Registration is \$35 after May 2; for each additional co-worker, \$10. For information, call Catherine Schmitt at (909) 869-2337.

16 "We've Come a Long Way ... Baby?: The Changing Roles of Women in Advertising," will be

presented by Katie Feifer, consultant for Leo Burnett at Riverside Community College (RCC). Co-sponsored by the Inland Empire Ad Club and the Business Leaders of Tomorrow, a student organization at RCC, is part of the Advertising Educational Foundation Ambassador Program. For information, call Victoria Seitz at (909) 880-5753, or fax to (909) 880-5994.

17 Keynote speaker Marcia Clark talks about "Gender and Justice" at the *Inland Empire Business Journal's* sixth annual Women and Business Expo at Riverside Convention Center, presented in conjunction with GTE. The full-day event opens with humorist Marianna Nunes and includes displays, workshops and lunch. Cost is \$99 per person. For information, call (909) 484-9765.

OTHER EVENTS:

• **May 11** USA Women vs. China in pre-Olympic volleyball competition. Coussoulis Arena at Cal State San Bernardino, 7 p.m. For information, (909) 880-7360.

• **May 15** Temecula Valley Chamber Commerce mixer at the Temecula Valley Playhouse from 5:30 to 7:30 p.m.

• **May 16** The Inland Valleys Employer Advisory Council (EAC) will sponsor a morning educational breakfast workshop, 7:30 to 10:30 a.m. at Country Harvest Buffet Restaurant, 390 McKinley Ave., Corona. "New Paradigms in Personnel and Staff Development for the '90s" and "The Management Game." Seating is limited; call (909) 222-4021 for reservations. The cost is \$15 for EAC members, or \$20 for non-members.

• **May 16** Inland Empire International Business Association: Coachella Valley Quarterly Exporters' Roundtable, 7:30 to 9:00 a.m. at Denny's Restaurant, Highway 111 at Monterey, Palm Desert. Call IEIBA World Trade Hotline (909) 782-7276, fax to (909) 780-6341, or E-mail "IEIBATRADE@aol.com".

• **May 16** NAFTAASHO, fea-

23 The Export Small Business Development Center in Los Angeles will host "Exportwise: Master the Tool for Successful Exporting," designed for business owners who know the basics of exporting and want advanced information in the essential topics of pricing, positioning, documentation, distribution and contacts. Offered on the fourth Thursday of each month, from 9 a.m. to 1 p.m. at Export SBDC's Los Angeles headquarters, 110 E. Ninth, Suite A669, Los Angeles. The seminar fee is \$25 prepaid, and \$35 at the door if space is available. For information, call (213) 892-1111.

23 Inland Empire International Business Association's third annual Inland Empire World Trade Week International Trade Conference at the Riverside

Convention Center. Contact: World Trade Hotline at (909) 782-72276; fax to (909) 780-6341; E-mail "IEIBATRADE@aol.com" to attend or to participate as a sponsor, presenter or for a display booth.

25 Christian Women's Seminars: helping women discover their individual purpose and fulfill their specific dream is the focus of the Dream Activity Training & Development Institute, a series of seminars presented by the Complete Christian Women's Ministry the fourth Saturday of each month from 9 a.m. to 1:30 p.m. at the Country Inn, 2359 South Grove Ave., Ontario. Registration is \$10 and begins at 8:30 a.m. Please R.S.V.P. by May 15th to reserve your seat; call Pamela at (909) 947-8381.

Managing: Affirmative Action...

continued from Page 52

assess how well you've been understood?

If you want to attract and retain the best and the brightest, keep in mind a 1994 study of master of business administration graduates. The study found that they were most concerned with the following when deciding on an employer: 1) quality of life; 2) geographic location; and 3) corporate culture.

These top talents were almost universally the most favorably drawn to companies that are aggressively pursuing inclusiveness and fair practices with their workforce — the objectives sought by the originators of Affirmative Action.

Peta G. Penson, Ed. D., is a principal with CDI • Co-Development International. CDI is a global management consulting firm which helps corporations with strategic planning and complex business issues. Penson may be reached at the firm's Saratoga, Calif., office by calling (408) 366-0466.

Counties co-found Medi-Cal provider ...

continued from Page 5

provider is exploiting the system. There will be no doubling or tripling of services, there will be no doctor shopping, and no duplicating prescription drugs that might find their way to the street.

Local managed care plans and providers who contract with IEHP will essentially absorb the risk and support the "safety net-indigent care" providers in their communities. This means that the local physicians who have traditionally treated indigent patients will not be disen-

franchised — rather, they will become the backbone of the system.

The IPAs which contract with the new health plan must meet certain quality standards. Physicians must be board certified in their respective specialties and much of the patient care will be provided by board-certified primary care physicians. This will prevent unnecessary use of specialists, a key factor in rising medical costs.

Because IEHP is a non-profit organization, revenue it saves will be re-invested in the organization. According to Bruno, the intention is

to provide better incentives for the physicians and higher quality of care for Medi-Cal beneficiaries.

"We are patient advocates and [are] not profit motivated," Bruno said. "We offer easy access — twice that of what was previously available to beneficiaries."

The health plan, Bruno said, will offer 24-hour care to eliminate overuse of local emergency rooms. This has long been a problem for the state because emergency room medical treatment costs far exceed those of a simple office visit.

Beneficiaries will be able to change providers every 30 days if they wish, so they are not limited to the care of a physician they're not comfortable with.

Furthermore, the contracting IPAs will offer a built-in second opinion. Many times patients faced with a medical dilemma need a second opinion before reaching a decision on the type of treatment they need, such as surgery. For their

peace of mind, patients will be receiving care that is monitored by a number of physicians, not just one individual, thereby eliminating unnecessary or inappropriate care.

Slated for an Aug. 1 start up, IEHP must be online in four months. The actual transfer of demographic information concerning AFDC beneficiaries, which represent 90 percent of all Medi-Cal beneficiaries, will be handled by Benova/Health Choice, a state-contracted company that will process beneficiaries into IEHP or Molina Medical.

Enrollees-beneficiaries will be notified by mail well in advance of the deadline to facilitate the selection process.

The remaining 10 percent of beneficiaries consist of aged, blind and disabled persons who have been mandated to transfer in 1997.

Already, 20 acute care hospitals and 16 medical groups are listed as participating providers under the Inland Empire Health Plan.

American dream ...

continued from Page 17

which easily writes checks, records sales and lets you understand where your money's going.

• Seek relevant experience. Experience means more than just gaining basic business skills or learning about a specific profession. It is also a way to expand your network of people. Consider joining a professional organization and women's networking groups. Don't be a "networking wallflower"; stay

focused on your objective for being there.

The survey, conducted by Roper Starch Worldwide on behalf of QuickBooks, is based on 1,007 telephone interviews conducted during the period Dec. 8 to 10, 1995, with a nationwide cross-section of adult Americans ages 18 or older — 504 men, 503 women.

The survey was sponsored by QuickBooks from Intuit Inc., the leading developer of personal finance, small business accounting and tax preparation software.

Starting a Small Business: Portrait of an American Dream

Intuit QuickBook Survey findings....

Most people are more passionate than ever when it comes to pursuing "the American Dream" — more than half of Americans have dreamed of starting their own business (64 percent).


- Men: 71 percent
- Women: 57 percent
- Interestingly, nine of 10 Americans who own a small business admit that they were also dreamers.

Who's the Boss? Everyone agreed that the biggest attraction for small business ownership was to be the boss (56 percent).

- Men: 62 percent
- Women: 48 percent

The Gender Gap: men and women differ when it comes to other incentives for starting a business.

- Men want financial reward (31 percent)
- Women seek the challenge and sense of accomplishment (21 percent)



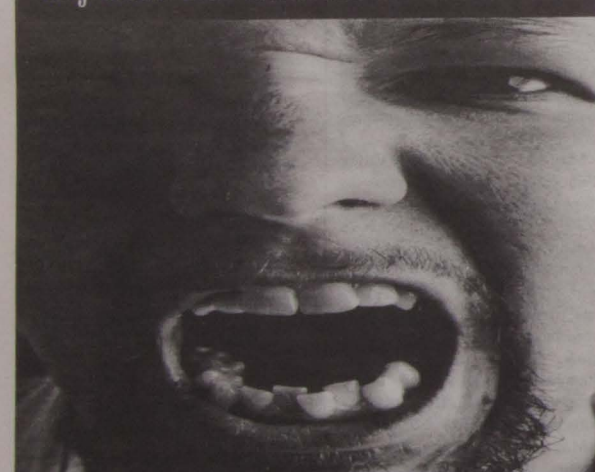
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DESERT BUSINESS JOURNAL

Kelly Elected President of Southland Planning Council

Richard S. (Dick) Kelly, the city of Palm Desert's mayor pro tem, was installed as president of the Southern California Association of Governments — one of 13 sub-regional organizations making up the Southern California Association of Governments (SCAG) — the Riverside Transportation Commission and SunLine Transit Agency. He is a retired GTE division manager with 36 years of service.

Kelly will serve a one-year term. He moved up from first vice president of the agency's Regional Council, the 70-member policy body of the association of governments. The association is a metropolitan planning organization and council of governments representing Los Angeles, Ventura, Orange, San Bernardino, Riverside, and Imperial counties, and their 184 cities with a total population of 15 million people.

"I'm proud that Riverside County will continue to be represented in the top leadership position of the association of governments," Kelly said. "There is much work to be done in the entire region on issues such as transportation, air quality, demographic projects, solid waste management, and housing."

Kelly has held numerous elec-

tive posts in the desert over the past decade and a half; he has participated in the Coachella Valley Association of Governments — one of 13 sub-regional organizations making up the Southern California Association of Governments (SCAG) — the Riverside Transportation Commission and SunLine Transit Agency. He is a retired GTE division manager with 36 years of service.

Desert Banks Sign Letter of Intent to Merge as Valley Independent

Valley Independent Bank (VIB) announced a letter of intent was signed providing for a merger of the Bank of the Desert, N.A. of La Quinta, into VIB. The combined bank's assets as of March 31, 1996 would amount to \$290.6 million.

The proposed merger is subject to completion of due diligence execution of definitive agreement by the board of directors of both banks, and approval by Bank of the Desert shareholders and regulatory agencies. Bank of the Desert shares of stock will be exchanged for cash in aggregate amount of \$4.2 million.

In making the announcement, VIB President and Chief Executive Officer Dennis Kern said, "This

merger represents a natural extension of our market and our organization. ... Bank of the Desert has achieved a reputation for financial integrity and loyalty to customers and employees. We believe the merger will benefit the Coachella Valley and allow us to expand our services in the area according to our long-range strategic plan."

Bank of the Desert's market is in a growth area which includes branch offices in La Quinta, Indio and

Thousand Palms. It encompasses a 27,000-acre enterprise zone which already has begun to impact its growth.

Valley Independent Bank, based in El Centro, was founded 15 years ago. In 1995, a profit of \$2.4 million made the year the most profitable in the bank's history. VIB operates branches in El Centro, Coachella, Holtville, Calexico, Indio and Julian and announced plans to acquire a new branch office in Calexico.

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At Deadline ...

continued from Page 3

the day designated for exercising awareness in issues of conservation and ecology.

The Clean Cities program is a voluntary federal program designed to reduce air pollution through the expanded use of alternative fuel vehicles (AFVs). It encourages local governments and organizations to form public-private partnerships to develop markets for the vehicles.

Officials from the Coachella Valley Economic Partnership, SunLine Transit Agency and local and federal agencies attended the designation ceremony.

Nine cities, Riverside County and more than 50 public and private stakeholders are involved in the program.

Rep. Sonny Bono, R-Palm Springs, said, "We are the only area to be receiving this recognition on Earth Day, an especially appropriate date."

"This designation positions the Coachella Valley to become the destination of choice for advanced transportation technologies, alternative fuels research and development, along with the job training and job creation that comes with it."



Rep. Sonny Bono, center, at Clean Cities designation ceremony with SunLine Transit Agency General Manager Richard Cromwell III, left, and keynote speaker Boone Pickens, CEO of Dallas-based MESA Inc.

Air Museum to Open in Palm Springs

The forthcoming Palm Springs Air Museum is scheduled to open June 1, but will not be complete until Veteran's Day, Nov. 11. Bob Pond, the museum's founder, said the 50,000-square-foot building is two-thirds finished.

The museum will house vintage and classic aircraft — most of which are fighters — and memorabilia from World War II. Displays, dioramas, and artwork commemorating the era are still under construction or are not yet installed.

"The museum is sponsored by aviators with military backgrounds to honor those men who fought for freedom in World War II," said Pond, who owns 26 flightworthy aircraft which will be displayed at the museum. He said the commemoration would not exclude Korean War

or Vietnam War veterans.

During the summer seven or eight of the museum's aircraft will be displayed at the Eden Prairie Air Museum, located near Minneapolis,

Minn. The aircraft will be shared because of their rarity and will be returned each winter to the Palm Springs location, Pond said.

The shared aircraft include a B-25 Mitchell Bomber, a P-38 Lightning, an F-75 Tigercat, an F-4U Corsair, and extremely rare P-63 King Cobra. Also in the collection are a B-17 Flying Fortress and an F-8F Bearcat, of which there are only four each left in the world.

The Palm Springs Air Museum is located at 64725 Acanto Drive, Palm Springs, across from The Desert Sun building on Gene Autry Trail.

—D'Lorah DeBarge



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APRIL IN REVIEW

2ND A quarantine on acreage planted to wheat in eastern Riverside County was announced by the California Department of Food and Agriculture (CDFA). Intended to prevent the spread of the Karnal bunt wheat fungus, the quarantine restricts the movement of seed, machinery and soil from farms and facilities where infected seed was grown or stored. The areas around Desert Center, Blythe, Ripley, Midland, Nicholls and Warm Springs were affected. A CDFA spokeswoman said the quarantine might last as long as five years, due to the lifespan of the fungus.

3RD U.S. Commerce Secretary Ron Brown, 54, died in the crash of a military airplane while on a trade mission to Croatia. Brown and 32 other government and business executives died when their military airplane crashed into a hillside about 10 miles from the port of Dubrovnik. The Commerce Secretary was considered President Bill Clinton's point man for California.

6TH San Bernardino County First District Supervisor and board chairman Marsha Turoci announced she would not actively campaign to retain her seat in the November general election. Turoci, in a local Victor Valley newspaper interview, revealed she would retire at the end of her term in January 1997 and said she was not prepared for a drawn-out challenge by Kathy Davis of Apple Valley. Davis won 49.9 percent of the vote in a four-way primary race March 26.

8TH California Department of Food and Agriculture officials expanded the Karnal bunt quarantine to all exposed wheat acreage in Imperial County. The agricultural quarantine for Imperial County and por-

tions of Riverside County applies to wheat, durum wheat and triticale — a hybrid of wheat and rye — and affects at least 20 percent of the state's wheat crop.

11TH State Controller Kathleen Connell addressed members of Southern California Associated Governments at Riverside Convention Center. She told business and public agency leaders although the state's economy is recovering, the government is still experiencing a fiscal crisis. Connell attributed the crisis to growing public education enrollments, longer prison sentences and the constriction of federal funds going to counties.

State Treasurer Matt Fong announced California earned its highest credit rating since 1990 on \$2 billion in short-term revenue anticipation notes. Fong said the action by all three major bond rating services was further evidence of California's improved credit and its economic recovery.

17TH The first military transport planes departed from Southern California International Airport with 200 National Guard troops bound for Iowa under a lease arrangement with the Department of Defense. The troop training rotation from Ft. Irwin was the first in a series that will occur over the next five years, establishing a cornerstone for commercial aviation development at the former George Air Force Base in Victorville.

22ND Recall proponents filed petitions with the Ontario city clerk for Mayor Gus Skropos and Mayor Pro Tem Rudy Favila. Organizers objected to various compensations the councilmen received from the city. Petitions asking to replace Councilman Alan Wapner were filed the previous week.

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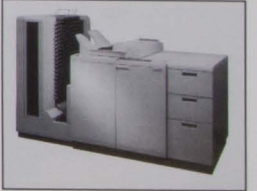


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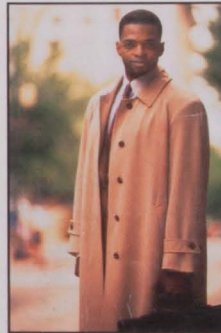
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