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INLAND EMPIRE business journal

VOLUME 7, NUMBER 8

\$2.00 AUGUST 1995



Focus
Environment

**CLOSE UP:
MARY SCARPA**

**SMALL
BUSINESS
GUIDE**

**I.E. CITIES
HOT LIST**

**INDIAN
GAMING**

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INLAND EMPIRE business journal

VOLUME 7, NUMBER 8

AUGUST 1995

\$2.00

Inland Empire Stadium Sites Eyed, Team \$135 Million Away

The dream of bringing a major league baseball franchise took a small step forward in July when Inland Empire Baseball President Gary Foltz announced that the state's Department of Corporations has given the go-head to start selling shares.

The plan is to sell 27,000 memberships for \$5,000 each to raise \$135 million. For investors, the attraction is being able to own part of a major league baseball team and have a vote in the hiring and firing of team executives.

"How many of us have dreamed about being the owner of a baseball team?" Foltz asked at a press conference on July 20 at the Mission Inn in Riverside.

Foltz downplayed one of the hurdles that his group must overcome—the fact that the California Angels would have to approve any new franchise within 100 miles of their Anaheim home.

"The size of our region and the

Continued on page 8

Indian Leaders Endorse Bill on Gaming

A bill aimed to end controversy over Native American Indian casinos was endorsed in late July by tribal officials, who said they would tolerate limits in order to preserve their expanding gambling operations.

The U.S. Senate bill was opposed by many of the nation's governors, who said it would force them to accept gambling and limit their own ability to negotiate with tribes.

John Milanovich, chairman of the Agua Caliente band of Cahuilla Indians, told the Senate Committee on Indian Affairs that he backed the mea-

sure, which streamlines the approval process for casinos. Milanovich said his support was based on the past, general unwillingness of California to negotiate an agreement.

Tribal leaders also told the Senate Committee that gaming lets them pull themselves out of poverty with jobs and funds to finance education and housing. The boom in Indian gaming, projected now to generate \$2.6 billion a year, has raised concerns by New Jersey and Nevada casinos that the tribes are ripe for an infiltration by organized crime.

The Indians counter that what the established casinos really fear is competition in the 24 states where tribes operate casinos.

Under a 1988 federal law, states and tribes are supposed to negotiate gaming pacts. However, most tribal groups in California have no such "compacts" for their gambling operations.

"California has been extremely reluctant to negotiate in any realistic way with any tribe on any aspect," Milanovich testified to the Committee on Indian Affairs.

The Agua
Continued on page 11

Close Up: Mary Scarpa



Mary Scarpa

(Please see "Close Up," page 7)

At Deadline

Toyota officials expressed surprise that more than 7,000 Inland Empire residents braved the heat in late July in Ontario to apply for employment at a worldwide distribution center for the automaker's parts.

Toyota officials expected a total of more than 9,000 applicants for the two-day job fair over July 28-29. "We knew there was a lot of interest in the community, but we didn't expect this much," said Toyota spokeswoman Nancy Hubbell.

Toyota plans to hire applicants in phases between October this year and September of 1996. Eventually, the company will need 300 workers to operate at peak performance. However, only 20 people will start work in October, with about 50 employees a month being hired after that.

After more than 100 people a day began showing up at the unfinished Toyota warehouse site seeking job information, company officials decided to rent the Ontario Teen Center building to hold the job fair. More job fairs are planned in August, Toyota officials said.

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Why are these people smiling?

See page 18 to find the reason behind the grins of (L to R) Inland Empire Symphony Association board members Carl Dameron and Mildred McKim; new Symphony Association Executive Director Christopher Daniels; and San Bernardino Hilton events host Tim Jenkins.

(Please see page 18.)

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"The optimist proclaims that we live in the best of all possible worlds; and the pessimist fears this is true." -James Branch Cabell

ABOUT THE COVER

The *Inland Empire Business Journal* has each of the past four years presented an annual environmental cover. The covers have highlighted the mountains, the oceans and the wildlife. This year we present Earth's beauty in the form of environmental landscape and clean air. The cover shows one botanical exhibit area of Butchart Gardens in Canada where botanical study is an ongoing research project. We, in Southern California, are only now studying and learning how to create environmental landscape in which the architect can create beauty and a pleasant atmosphere while conserving national resources such as water, soil and natural drainage. We now also use plants that, as they breath, clean the air.▲

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Commentary

Medicare: Between a Rock and a Hard Place

by Boyd H. Bauer
Regional Vice President,
Healthcare Association of Southern
California

At no time since the establishment of the Medicare program nearly 30 years ago has the future of Medicare been so uncertain. The commitment of a new Congress to address the national deficit is on a collision course with the growing numbers of Americans eligible for Medicare benefits, extended life spans and near-miraculous (but costly) medical technology. At the same time, these issues are further complicated by the projected bankruptcy of the Medicare trust fund.

Is there no good news? Very little. Perhaps only that the long-standing problems of the federal deficit and the long-term viability of the Medicare and Medicaid programs are finally being acknowledged as deadly serious.

"There is no questioning the need for changes in the Medicare program, nor the fact that resolving Medicare problems will require sacrifice."

Acknowledging the problems, however, is just a start. Thoughtful people and organizations must philosophically attack these problems as though it were time to undertake a two-minute drill. A "business as usual" approach will likely contribute to a deterioration of access and quality of medical care of seniors.

There is no questioning the need for changes in the Medicare program, nor the fact that resolving Medicare problems will require sacrifice on the parts of hospitals, physicians and beneficiaries. There's no silver bullet to solve these problems, which have festered and grown largely untreated. Visionary leadership is required. Perhaps most of all, solutions will need strong public support and understanding.

As long as Medicare is still a pawn in the federal budget fight and the trust fund balances and spending reductions are tied to the deficit equation, no one can assure that Medicare will ever be healthy. The public must not be misled to believe that the Medicare trust fund is secure when it isn't. Although elected officials are quick to point out that the enormous spending reductions in both the House and Senate budget committee pro-

Continued on page 12

Editorial

They're at it again.

Yep, our big brothers in the state Assembly think they know what is good for us. . . again! Now, they are proposing to tell us who we can, or, better stated, whom we cannot, vote for.

Assemblyman Brett Granlund, R-Yucaipa, proposes a bill that would bar any civil servant, such as a fireman, a police officer or any employee of a city agency from serving on a city council. The bill was passed by the Senate and Assembly, and is now on Gov. Pete Wilson's desk.

If it is signed, it will take effect Jan. 1, 1996, and the effect will be that an employee of a local agency cannot be sworn into office unless he resigns his job.

There you have it. We, the common man, local voter, taxpayer, little guy cannot make his own decision. . . cannot decide if police officer John Doe (even though there may be a possible conflict of interests at times) may be a better council person than Mr. No Conflict.

That's right, Mr. Peace Officer, you are guilty of conflict and will not have a chance to be proven innocent. You're simply not going to get a chance to serve.

We voters apparently are stupid and can't be trusted to choose, because we are going to make the wrong choice.

Gov. Wilson, you should veto this bill!

Congratulations, Rancho Cucamonga Quakes

In this day and age when its difficult to field a successful sports franchise, and/or build a stadium worthy of accommodating one, the Rancho Cucamonga Quakes continue to thrive.

Riverside's Class A minor league baseball team, the Pilots, were lured to Lancaster by a promise of a \$7.7 million stadium

to be built with public money on public land that's worth \$2.5 million more. The team will leave Riverside after finishing this season.

Pilots' officials have called the Riverside Sports Center one of the worst facilities in the 10-team California League. Another problem was the lack of a license to sell beer at the Sports Center.

Art Pick, president of the Greater Riverside Chambers of Commerce, called the departure another blow to the city's image. The Riverside Red Wave also left—for Adelanto—in 1990.

Pick called Riverside "a major market without a minor league team." Meanwhile, Riverside Mayor Ron Loveridge floated the idea of Riverside, Moreno Valley, Perris and Riverside County getting together to share the cost of building a stadium on March Air Force Base land to be given up by the federal government.

Even if the four public entities agree to share the cost of a new stadium, the process to make it a reality certainly will be long.

Around the same time in nearby Redlands, the city council was rejecting a proposal to set aside \$470,000 for a sports complex with playing fields for youth and adult sports.

The point is that it just isn't easy to build any sort of a sports facility anymore, even one that directly benefits the residents of the community.

In spite of it all, the Quakes continue to pack 'em in, at a stadium that adjoins sports fields for young and old residents alike.

And, management has gone a step further to promote such venues as symphony concerts in the stadium, known as the Epicenter. In June, plans for a \$20 million entertainment, retail and recreation complex next door were announced as well.

Keep up the good work, Quakes. By continuing your growth and branching out into other fields, you're hitting a home run for all of us.▲

by Mark Zelmer

In an age when the typical Southern California city has difficulty attracting and keeping business, the city of Adelanto, population 13,000, stands apart as a real gem to behold. And Mary Scarpa, an Adelanto city council member since 1982, has perhaps helped to polish that gem more than any other.

Now serving on the council as mayor pro tem, Scarpa says she won't seek another term when her current one expires. In an interview a few weeks before her 69th birthday, she graciously agreed to shed some light on her city's remarkable success at attracting industry and new home development.

IEBJ: You've been on the Adelanto City Council now for more than a decade. Was your first election a landslide victory?

Scarpa: At that time it was, but it gets closer every time. Back then, there wasn't too much opposition. In fact, there wasn't a whole lot of anything here.

IEBJ: Are you from this area?

Scarpa: No, my husband spent 30 years in the military. Originally, I'm from Minnesota, but I've traveled all over the country. As soon as I found out that 'partly cloudy' could mean some stuff that you had to shovel, I decided to leave Minnesota.

IEBJ: When did you move to California?

Scarpa: 1944 or '45. I've lived in the Hollywood area, in Fairfield in northern California, and the Riverside area. I've been here in Adelanto since 1968.

IEBJ: What are the hot news items right now up here? What about the former George Air Force Base?

Scarpa: The Air Force base has been closed, officially since December of 1993. The Victor Valley Economic Development Authority (comprised of Apple Valley, Victorville, Hesperia and San Bernardino County) now oversees George.

We would like very much as a

I.E.B.J. Close-Up: Mary Scarpa

A closer look...



Name: Mary Scarpa

Position: Mayor pro tem, city of Adelanto

Family: Married, with four adult children and 12 grandchildren

Hobbies: Viewing and keeping up on all types of sports; reading.

Last Book Read: "Apple Valley Lady"

Most Gratifying Work: "Overall, working with the Victor Valley Salvation Army. In politics, the success of our industrial parks here in Adelanto."

Age: 69

Advice: "Don't be afraid to live and take a few chances. You've got to realize that not everything that you do is going to turn out right."

city to have purchased all of the base. In fact, we had a private developer who was ready to work with the city to purchase it. But the whole thing was just taking too long to happen—no one can sit on such a valuable piece of property for five or six years, you know. Frankly, I think we were just a little too small for the Pentagon to take us seriously.

"Don't be afraid to live and take a few chances. You've got to realize that not everything that you do is going to turn out right."

IEBJ: Wouldn't Adelanto prefer to be involved in managing the former Air Force base?

Scarpa: We have a somewhat different view of where that property should be headed than the others do. We just decided we have bigger fish to fry, and it wasn't worth the money we were putting into it. We have gone on to different things.

IEBJ: Are the water rights on the former base still an issue?

Scarpa: Adelanto served George, by contract, for the whole 50 years of its existence. We own the license and permits for water there, and we feel that the water rights there are ours. The Air Force has disagreed with us. This will all, ultimately, be settled through the courts.

IEBJ: Where do you get your water in the meantime?

Scarpa: Our water comes from two sources. We have wells up on what is called 'the mesa,' and then we have wells down in the Mojave River Basin that serve both Adelanto and George. If we never added another drop of water supply, what we have now is big enough to serve a city with a population of 25,000.

IEBJ: What are some of other 'different things' that you mentioned Adelanto has gone on to address?

Scarpa: We are concentrating on economic development. For years and years, Adelanto was just a wide spot in the road. One of the reasons that it never developed was the fact that we had a noise pollution problem from jet fly-over. Once they announced the closure of George, we found it was much easier to get independent financing for development.

We went into a program of industrial development, because one thing that Adelanto never had to offer was jobs.

IEBJ: I noticed that a lot of new housing tracts have sprung up in this area since I last visited a couple of years ago. Where do most of the newcomers work?

Scarpa: When Adelanto incorporated (in 1970), we asked ourselves what sort of a niche could we possibly fill? Nearby, Hesperia had

the subsidized housing market. Victorville was a developing commercial hub, because of Route 66 and new freeway. Apple Valley, well, I describe Apple Valley as a two-acres-and-a-horse type of place.

For Adelanto, we decided to try to fill the void created by the lack of jobs. The city went in and bought 160 acres in the industrial zone of George, and had it subdivided into five-acre parcels. We sold them with complete infrastructure in place at less than our cost. We sold only to people who were going to build on them. This avoided the problem of people buying the land, only to sell it still in a vacant state when the price went up.

IEBJ: That seems to have worked very well—I see from your brochures that first phase of the industrial park sold out.

Scarpa: Yes, it worked so well that we bought 288 more acres. From the first effort, we learned that not everybody needed five acres, and some needed more than five. So, we divided the second group of parcels into mixed sizes, under contracts that require the buyer to build within five years. We also made the deal more attractive by doing all of the needed environmental study beforehand.

IEBJ: Was there much protest to the fact that most of the public review process was over before the exact nature of all the business and industry coming in was known?

Scarpa: Surprisingly little. I think everyone realized that we needed the jobs so badly. The jobs, in turn, have created a housing market for us.

IEBJ: How did the city finance the infrastructure in these industrial areas?

Scarpa: Through redevelopment, which has worked extremely well for us. Today, there are 70 industrial uses that have a total of about 3,500 employees.

IEBJ: Where did you get your business knowledge? Did you have a prior career in business?

Scarpa: No, no. You'll find that common sense prevails around here, especially on the city staff. You don't have to be a genius to do this stuff, you just have to have a lot of common sense.▲

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Inland Empire Stadium Sites Eyed, Team \$135 Million Away

Continued from page 3

distance from the (Los Angeles) Dodgers and the Angels are clearly factors in our favor," said Foltz. "There are two teams 30 miles apart, and we're 60 miles distant from either one."

Foltz also rejected the idea that his organization might be better off pursuing a football franchise, since both the Los Angeles Rams and the Los Angeles Raiders recently moved to St. Louis and Oakland,

respectively.

"We need to get this deal done first," said Foltz. "It's quite a bit for the Department of Corporations to swallow, as it is."

Foltz added that any stadium resulting from the Inland Empire Baseball group's efforts would likely not be capable of accommodating both baseball and football.

"The expert architects say you can't design a stadium that can handle both sports well," said Foltz.

On possible baseball stadium sites, Foltz said the top two choices to date are in the Redlands/Loma Linda area and the Moreno Valley/Riverside area. Within each of the areas, the group has targeted two different sites.

One site in Redlands is in the orange groves that stretch north of Interstate 10 and east of Highway 30. Another site is just west of the Redlands city limits in Loma Linda, south of Redlands Boulevard between California Street and

Mountain Avenue.

On the other possible sites, Foltz said one is in Moreno Valley, and another is on the border of Moreno Valley and Riverside city limits. Yet another is in Ontario, east of Interstate 15 near the junction with Interstate 10.▲

The Job Hemorrhage

by Senator Raymond N. Haynes (36th District)

In recent weeks, good news has arrived in the civilian employment rate in Riverside and San Bernardino Counties with some 14,000 new jobs. In July 1993, unemployment reached 12.6 percent, more than twice the national rate. Unemployment in the two-county area dropped to 6.8 percent in November 1994, the lowest level since 1990.

California's unemployment rate has hovered around 10 percent during most of the current recession, but has decreased to 7.7 percent—still well above the 5.8 percent average—for the rest of the country.

Between 1990 and 1993, the state lost between 600,000 and 800,000 jobs. And, according to a 1994 report by Pacific Gas and Electric of California, most of these job losses are the result of structural changes, brought on by tax policy, regulatory burdens, and environmental excesses, which means the jobs are not coming back.

The manufacturing sector has been the most severely affected. Some industries, for example: ship-building, machinery, and petroleum, have experienced job losses of between 10 and 30 percent over the past decade.

Since 1987, more than 700 manufacturing facilities have left or expanded their plants outside of California, taking nearly 100,000 manufacturing jobs with them, primarily to neighboring states like Texas, Nevada, Arizona, or Utah.

In 1994, preliminary indicators show that California had a net loss of 86,550 movers to other states and foreign countries, considering that 319,000 moved here and 405,600 left California for another state or country. Of the 400,000 Californians moving to another state, 25 percent (98,115) went to the neighboring states of Oregon, Nevada, and Arizona.

The bad news, because of repressive tax policies, regulatory burdens, and excessive environmental regulations the California economy continues in a deep, destructive, and long-lasting recession.▲

Pro

Proposition 187: Purveyor of Erroneous Reform

by Maria Anna Gonzales

Proposition 187 is the worst mistake the California electorate could ever have made. It's not only an injustice towards the immigrant (undocumented and documented), but against the overall population.

The electorate became embroiled in the debate over how much the undocumented actually cost this state. Terms such as "cost factors" and "bottom line" replaced "benevolent society." Politicians went into the attack always measuring how receptive the voting population would be. What every politician soon realized was that it didn't take much to sell the idea that our state could be injected with life-sustaining resources if we did something about undocumented immigration.

The electorate, convinced that undocumented immigrants were to fault for the state's debts, was more than willing to deny education and health services to the children of undocumented parents. The electorate that decided on Prop. 187 was willing to protest the undocumented quest for work, but not willing to understand why the workers would have come here in the first place.

The electorate lived up to the expectations of many corrupt politicians. They acted against the victim, rather than the culprit. The irony of the Prop. 187 hysteria is that many of those same people who attacked U.S. immigration policy are the same ones who have, in one way or another, benefited from it. Many have made money, either directly or indirectly, off the sweat and vitality of these people.

California's electorate chose to close its eyes to the reality that these demagogues themselves were guilty of creating immigration, because of their insatiable lust for cheap, hard-working labor. Proponents of Prop. 187 managed to persuade many people who in a different time would have questioned such unscrupulous agendas. The electorate willingly voted to victimize children, rather than to demand solutions from the politicians pledged to protect the human rights of all people—not just some.

The reality is that Prop. 187 had very little to do with either the immigrant or undocumented immigration. Women and people of color were obtuse enough to believe that it was built on a campaign against the undocumented, and therefore would not affect them. In fact, they became so embroiled in the rhetoric that they turned their backs on the children and the sick.

So blinded were these two segments of the state's population that they did not realize that those same promoters of Prop. 187 would soon be coming after them.

"What goes around comes around" is a fitting irony for what's happening today in California. A "New Civil Rights Initiative" has become the "Prop. 187" for every woman and person of color. Whites' quest for "Manifest Destiny" (absolute power and control) is stronger than ever.

It's imperative that we turn our nation around, not at the expense of children, women, people of color, or poor white males, but rather with the help of all these segments. These are hard times for many people. Our willingness to jump on any of the "bigot bandwagons" can only help to ensure the collapse of this country.

A nation does not have to be constructed by the many for the benefit of a few. The annals of history are filled with accounts of how bigots have promoted oppression and enslavement of the minds and souls of the weaker.

When will we as a nation become astute enough to build without having to resort to maintaining an underclass? When will we as the electorate demand from politicians honesty, integrity and respect for people from all walks of life? When will we be intelligent enough to differentiate between the righteous who work towards erecting a nation of shared authority by all people and both genders and the immoral who care only for their own self-preservation and power? ▲

Maria Anna Gonzales is the executive director of the Institute for Social Justice at the University of California, Riverside.

Con

Should Social Benefits Be Made Available to Illegal Immigrants?

by David Strottner

There is probably no other topic of debate in California that arouses more emotion than the subject of illegal immigration. Debate typically centers around such "straw men" as how much social spending is enough, and whether we can afford it. Views also are commonly expressed on the origins of illegal aliens—a discussion topic that often ends up with charges of racism.

It seems to me that the answers lie in the very nature of illegal immigrants. People who move onto property to which they have no right are outside the protection of law.

Maybe, some have forgotten the foundation upon which American independence is based. All men are endowed with life, liberty and property. It wasn't until the 1700s that the idea was expressed in specific words, and what a novel concept it was. The government was no longer to be a self-serving entity for the benefit of politicians and other bureaucrats. Instead, government was to protect the lives, liberties and property of its citizens.

Some 200-odd years later, what is happening? Here in California, specifically, our borders are wide open. Literally millions of people cross our southern border from Mexico every year with impunity. To add insult to injury, the federal executive branch of our government has failed to meet its constitutional mandate to protect the integrity of our borders, and the federal judicial branch in essence has ordered California to continue its financial hemorrhage.

The proponents of unrestricted immigration have put forth numerous statistics concerning the illegal immigrant tax base. They would have us believe that the illegal aliens "pay their own way."

Without commenting on the dubious origin of these numbers, they actually beg the question. I am not going to quote other studies that show the opposite, or point out the exact extra financial burden that is now placed on California.

The statistics are really irrelevant.

The real question is: Do illegal aliens have the RIGHT to the plethora of available government-paid services? Common sense ought to apply, with a resounding answer in the negative. Let me illustrate with a hypothetical scenario.

Suppose a family came home and found another family of strangers eating on the homeowner's kitchen table. After telling the strangers to leave, the police are summoned to physically remove and/or jail the trespassers. Does anyone not believe the homeowner would be within his rights? Under recent conditions in California, the police would tell the homeowner that not only will the trespassers not be removed, but also the homeowner is now responsible for providing room, board and education for the children, all this by virtue of the trespassers present in his house.

Sound farfetched? Is my analogy wrong? Let's see. An illegal immigrant (trespasser) and his family jump the fence at the San Diego border. He goes to the local welfare office and collects an emergency amount of food stamps. Next, he receives housing from the local housing authority. His pregnant wife goes to the local hospital. His other children are enrolled at the local school. And the beat goes on. Suppose, further, that the illegal alien does find employment. Does employment make an illegal alien a resident? A trespasser would still be a trespasser, even if he offered payment to the homeowner.

What is the answer? The U.S. border should be closed. There should be strict enforcement of the immigration laws. Illegal aliens should be immediately deported. Social services should be denied to all illegal aliens. Let's help solve the underlying reason why aliens are coming into this country in the first place. The wealth of this country was produced by free people working in their self-interest, not by government social programs.▲

David Strottner is a certified public accountant who resides in Cherry Valley.

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Corporate Profile

Associated Engineers, at 3311 E. Shelby St. in Ontario, has engaged in civil engineering, surveying and construction administration since 1955.

For the firm that prefers to juggle between 100 and 150 projects, it's been a long road from the company start-up to last month's nomination as one of the Inland Empire's Entrepreneurs of the Year.

Bob Mills began the company with his friend Wayne Lill, who was the city engineer for National City in San Diego County. Like the typical new business owner, Mills worked six days a week developing the business in Ontario. Lill was on contract with National City for three or four days a week, and came to Ontario two or three days a week to help his friend.

In October of 1955, Mills hired his first employee, 21-year-old Luis Flores, to work as a chain-man for surveys. In December of the same year, Lester "Red" Noreen was hired as a survey party chief. Noreen studied for the Licensed Land Surveyor exam while working with Associated Engineers. In 1958, Noreen got his license—the same year that Lill and

Mills opened an office in San Diego. Lill ran the San Diego branch until 1982, and Mills ran the Ontario office. Noreen became a partner in the company in 1960.

All four of Noreen's sons have worked for Associated Engineers' survey department. Tom and Mark Noreen still work for the company—in their 18th and 23rd years, respectively. Flores, the first employee, is now a survey party chief, and will celebrate his 40th year with the company this year.

Other longtime employees include Jim Imbiorski, who was hired some two decades ago. Phil Douglas started with Associated Engineers 16 years ago.

In 1978, Bob Mills' daughter April Mills Morris came to work for her father as an assistant engineer. When she became a registered civil engineer in 1982, she became project manager of the Upland Hills Estates and Golf Course project.

In 1985, Bob Mills retired, and April Morris took over as the company president. Imbiorski, Douglas, Jo Ann Botanti, Frank Williams and Red Noreen all became shareholders that same year. Sadly, Botanti,

Associated Engineers



April Mills Morris

Williams and Red Noreen all died within months of each other in late 1988 and early 1989.

Since then, Imbiorski has become the vice president of surveys, and Douglas is the vice president of engineering. April Mills Morris has become the majority shareholder in Associated Engineers, as well as the president and chief executive officer.

Although the company works all over the state of California, the vast majority of work has been in the Inland Empire.

Projects include all aspects of construction management, civil engineering and survey work. The work includes general civil infrastructure design and construction for industrial, commercial and residential developers, counties and cities, flood control districts, school districts, water agencies and state and federal highway departments. Survey work includes boundary, topographic and utility surveys, right-of-way mapping, aerial-control surveys and construction staking.

Associated Engineers is staffed by about 40 regular employees, including nine registered civil engineers, five licensed land surveyors and 13 mapping and support people. The rest of the work is accomplished on a sub-contract basis.

"We have a unique microfiche library of all tract maps, parcel maps and records of survey ever recorded in the counties of San Bernardino and Riverside," noted April Morris. "This information includes assessor parcel numbers and addresses with current owners. We maintain state-of-the-art computer capabilities and

have a full range of both custom and proprietary software available to us."

Associated Engineers' tasks range from settling property line disputes among homeowners to designing an \$18 million, one-foot-wide storm drain through the city of Upland.

Morris credits specialization and flexibility for allowing Associated Engineers to survive in a cutthroat market. "I have a real commitment to perpetuating the company that my father started," she added. Current activities include surveys and support design at Chino Airport to add a new, 7,000-foot parallel runway; a \$20 million master planned storm drain through the city of Upland; and civil site design for the Ontario Convention Center and Kaiser-Permanente Hospital-Bellflower, in conjunction with HMC architects.

Other projects include civil site work, along with demolition, for the Kaiser-Penske Corporation's California Speedway, and functions as the staff engineer for the San Bernardino Airport Authority to help in converting the former Norton Air Force Base to civilian use.

Highway projects include nine miles of State Route 71 (Corona Expressway), involving surveys and utility coordination on behalf of CalTrans; 10 miles of State Route 30, calling for metric mapping, surveys, design and utility coordination from Rancho Cucamonga to Rialto; surveys for an Interstate 5 project study from State Route 91 in Orange County to downtown Los Angeles; and a Euclid Avenue design near the Chino Institute for Men in Chino.▲

Glen Helen Park to Get Dirt Race Track

Construction is expected to start in August on a 12,000-seat, half-mile, dirt-track racing stadium at Glen Helen Regional Park in Devore.

Targeted to open next spring, the track is planned by San Bernardino dentist and endurance auto race winner Bud Feldkamp. Plans include televising some of the races on cable sports channel ESPN.

At first, \$500,000 will be spent to develop the dirt racing

track, to be the third racing facility at the 273-acre Glen Helen Off-Highway Vehicle Park. The park also features motorcycle races and sand drag racing.

Feldkamp has won Baja California endurance races five times. He is president of Glen Helen Racing Inc., which operates the county-owned Glen Helen Regional Park racing facilities.

Feldkamp said the Southern California demand for dirt racing

has not been met.

"The region used to be a mecca for dirt racing," he said. "We plan to meet the demand."

The planned, oval track will feature races involving off-highway vehicles, sprint cars and midget racers, Feldkamp said. The track ought to prove popular, he noted, since it's the lone, half-mile dirt oval track in the Southland.

Besides racing, Feldkamp

wants to host a variety of related events, such as monster truck shows and demolition derbies.

Glen Helen Regional Park is west of Interstate 215, along Glen Helen Road and north of Institution and Ranch roads.

Feldkamp's plan joins numerous other auto raceways on the drawing boards in the Inland Empire, including the \$70 million California Speedway near Fontana.▲

Continued from page 3

Caliente band recently opened the Spa 21 card room, which has the video gaming devices that Gov. Wilson and Attorney General Dan Lundgren insist are illegal in California.

State lawmakers want to amend the Indian Gaming Regulatory Act, which followed a 1987 Supreme Court ruling that tribes were not subject to state gambling regulations. The law left Indian casinos to be regulated under compacts between each tribe and its state of residence.

In a June letter to Sen. John McCain, R-Arizona, Wilson wrote, "The (proposed Senate) bill provides a federalized fast track compacting process, designed to sidestep the interests and laws of the states." While Wilson calls it a "fast-track," Milanovich calls the system a logical way to include a 150-day limit on the tribal-state negotiating process.

Under the original Indian Gaming Act, Indian groups could sue for the right to take their appeal for a compact to the Secretary of the Interior. Lundgren, however, has stymied the Indians' legal efforts by arguing that states have an immunity to lawsuits under the Constitution.

To reduce the number of federal cases resulting from the negotiating process, McCain hopes to change the law so states are no longer bound to negotiate compacts. His bill lets tribes take their compact requests straight to the Secretary of the Interior should the affected state refuse to negotiate, or negotiate in bad faith, beyond a five-month period.▲

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IEBJ



Design-work for a natural gas pipeline from Texas to Los Angeles is among Associated Engineers' most impressive projects.

Continued from page 6

posals only limit the "rate of growth" in spending, the results will be real cuts in service availability to real people dependent on Medicare.

"Should these reductions, larger than any ever proposed for Medicare, be enacted, the results will devastate hospitals and health systems and the communities they serve."

A recent financial model study analyzed the impact of \$150 billion in spending reductions over five years and \$250 billion over seven years on hospitals and health systems. While the outcomes cannot assess hospital viability status with certainty, the study clearly shows the financial pressures hospitals will face if such reductions are enacted.

The study shows that:

* Every hospital loses—rural, urban, large, small, public, private.

* By year 2000, Medicare Prospective Payment System inpatient operating margins for hospitals in the Medicare PPS

program could fail to a negative 20.6 percent.

* By the year 2000, hospitals could lose as much as \$1,300 in PPS payments for every Medicare patient they treat as an in-patient.

Should these reductions, larger than any ever proposed for Medicare, be enacted, the results will devastate hospitals and health systems and the communities they serve.

The most visionary concept proposed recently calls for forming an independent Medicare commission to sort out the hard choices about funding, benefits and payment. The commission would oversee a process allowing Congress to make decisions about the future of Medicare in an open and accountable way. Through this commission, the permanent commitment to citizens for a long-term, viable Medicare program could be strengthened. It would not be a quick fix, but would be good medicine for Medicare and its beneficiaries. If the reader agrees, let your elected officials know.▲

San Bernardino County Medical Center: Fiscal Folly?

by Chris Smith
San Bernardino County Sheriff's
Employees' Benefit Association

The concern of the Sheriff's Employees' Benefit Association for the planned County Medical Center (CMC) is based on the negative impact of the astronomical debt and the resulting costs to the taxpayer.

In defending itself on the \$640 million project, the county has often tried to focus on such issues as hospital competition and job security for employees. Each issue has some validity, but the dedicated, skilled staff and the services at the current CMC are not in question. The real issue involves the method to force this project on county taxpayers, and the consequences for future generations who will foot the bill.

In 1991-92, the San Bernardino Grand Jury noted the mounting debt from the county's uncontrolled issuance of Certificates of Participation (COP). A 1992 letter to the Building Industry Association states that John Giblin of the county Administrative Office had determined that "... San Bernardino County cannot absorb any more debt; that is, our debt capacity is zero."

The 1992-93 Grand Jury also warned the county against the continued use of COPs to finance capital projects, this time focusing on the nearly \$700 million worth of COPs to be sold for the proposed Medical Center in Colton. Again in 1993, a Blue Ribbon Committee hand-picked by the county reached similar conclusions.

Meanwhile, the county budgeted \$15 million to build an amphitheater for the giant Blockbuster company, while cutting the Sheriff's budget by about \$14 million. The COPs purported to pay for the Blockbuster project were not approved by county supervisors until December 1994, and have reportedly increased the county debt service by about \$26 million.

A report by Harrington Consulting concluded that the county's enormous debt service is largely due to COPs—comprising 17 percent of the discretionary General Fund and expected to grow to more than 21 percent next year. The

California Debt Advisory Commission ranks any county debt above 8 percent as being "at risk," or overextended.

COPs are guaranteed for payment through the General Fund, despite any revenues that may or may not be generated by the county's business ventures. The county's own figures show that the Medical Center is NOT expected to recover enough funds to meet the costs to run it and pay off the COP debt. As a result, the drain on the General Fund is projected at more than \$17 million a year, with some estimates of \$35 to \$40 million per year.

This year, the county faces a reported \$45 million deficit and laying off hundreds of employees. The current CMC project financing is reportedly about \$14 million in the red, and the county contemplates using a \$3 million-a-year reserve set aside to help pay the debt service on the project to help balance the 1995-1996 overall budget.

At the same time, the Sheriff faces severe cutbacks, including proposed closures of jail facilities and stations at Phelan and Lucerne Valley. Probation and juvenile detention services have already been reduced. Parks and library services were cut as well. Yet, the county reached an agreement with Colton to lend \$6 million interest free and to provide \$30 million more for infrastructure.

San Bernardino seems to parallel financially-troubled Orange County in some respects, such as the seeking of new revenues through utility taxes and waste management income.

A new County Medical Center is a laudable project; however, should residents be expected to sacrifice their safety, their children's future and the future of the county in return? Should so many essential county services continually be cut because the COP debt is gobbling up large portions of available tax revenue?

I don't think so.▲

Chris Smith has been in county law enforcement since 1976, and the president of the Sheriff's Employees' Benefit Association since 1990. He holds a master's degree in education and a certificate in information management.

Temecula Semiconductor Assembly Moves to Mexico, Southeast Asia

International Rectifier, one of Riverside County's largest employers, is moving its Temecula semiconductor assembly operations to Mexico and Southeast Asia.

The move could cost 240 jobs here by 1997, a company spokesman said. Now, the Hexfet America plant in Temecula employs 770. While the El Segundo-based company has nearly completed a \$75 million expansion of the Temecula plant, the company will no longer be eligible for \$950,000 in tax incentives that were used to entice the company to expand in Temecula. The incentives hinged on the company creating 150 new jobs.

Average assembly line labor costs at the Hexfet America plant are \$350 to \$380 per person per week, including benefits, company officials said. In Tijuana, average labor costs are less than a fourth of that, running about \$80 a person each week.

Ontario Lockheed Wins \$14.5 Million Contract

Lockheed Martin Aircraft Service in Ontario has won a \$14.5 million contract to convert a jumbo jet into the world's largest flying hospital.

An L-1011 jet will be outfitted with examination, operating and recovery rooms, as well as compartments for other specialists, a pharmacy and a kitchen. The jet is owned by Operation Blessing International Relief and Development Corp. of Virginia Beach, Va., a non-profit group that takes medical personnel to Third World countries and other areas to treat those who need urgent care.

Wildlife Habitats Fall Under San Bernardino County's Wing

A special San Bernardino County agency will oversee wildlife habitats at the base of the San Gabriel Mountains, as a result of a bill signed into law in July.

Gov. Pete Wilson signed a measure by Assemblyman Joe Baca, D-San Bernardino, that will allow a new county service agency to manage thousands of acres north of Rancho Cucamonga. Some of the land is home to endangered species. The area includes the 762-acre Oak Summit, once targeted for housing and a golf course but since set aside for conservation.

Leona Klippstein, environmental coordinator for Spirit of the Sage Council who fought to protect Oak Summit, called the new law a smoke-screen for development. "The county is just doing this to keep ownership of the land," she said.

San Bernardino County Supervisor Jon Mikels countered, "The purpose is to manage open space—by doing habitat surveys, making sure access is restricted and doing clean-up."

Lake Elsinore Outlet Mall Expanding

The Lake Elsinore Outlet Center is adding at least 20 stores, an example of the major growth of factory-direct malls in the Inland Empire.

When the new phase is finished this fall, there will be more than 100 stores in Elsinore's center, said Jack Willard, assistant vice president for

mall owner MacArthur/Glen Realty of Virginia. About 180 jobs are expected to be added to the payrolls at the center, which already employs about 620.

Nearly all of the new tenants will be apparel shops, said Willard. Opened in 1991, the mall's current lineup of retailers features Liz Claiborne, Nike, Sony, London Fog, Van's, Fabware and Geoffrey Beene.

\$8.5 Million Fontana Road Project Tied Up

Fontana and the San Bernardino Associated Governments (SAN-BAG) reached terms to build the \$8.5 million South Highland Avenue frontage road along the Route 30

Corridor.

Slated to start as soon as spring, the project involves widening South Highland to four lanes and adding a new, two-mile street between Knox and Mango streets.

Three Inland Empire K-Mart Stores to Close

Struggling K-Mart Corp. announced plans to close down its stores in Moreno Valley, Palm Springs and Coachella by January, ending 280 jobs. The stores are among 72 closures nationwide planned by K-Mart, which also has scrapped its plans to build a store in Corona.▲

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Order Waives Some Small Business Penalties

Moving to make government relations less of a hassle to small businesses, President Clinton recently ordered agencies to waive some penalties.

The new directive gives each government agency the authority to waive all or a portion of penalties imposed on small businesses when the violation is corrected in a timely fashion, or the amount waived is used to correct a problem. Companies must make a good-faith effort to comply with regulations, and their violations must not involve criminal wrongdoing or threats to health, safety or the environment.

"We are looking at small businesses that are basically good citizens," said Sally Katzen, regulatory policy adviser with the Office of Management and Budget.

"With your help and cooperation, we hope to move the government toward a more flexible, effective and user-friendly approach to regulation," Clinton said in a memo to agencies.

The president asked each

agency to cut in half the number of regularly scheduled reports that business is required to provide the government.

The administration has taken several steps to show it is serious about regulatory reform while opposing Republican "Contract With America" efforts to put more drastic limits on new federal law-making.

Clinton ordered federal regulators to examine all rules they administer to see if they were obsolete, or if state and local governments could do a better job.

The president promised to make it easier for businesses to comply with rules on drugs, medical devices and the environment set by the Food and Drug Administration and the Environmental Protection Agency.

Among the steps taken were reductions in overall EPA reporting by 25 percent and simplifying the drug approval process when risks from the product are negligible. The measures are all part of Vice President Al Gore's "reinventing government" campaign to make federal offices more efficient.▲

ONT Terminal Expansion Project Ready to Fly?

Federal officials apparently have finally sanctioned a funding agreement to allow the terminal expansion project at Ontario International Airport to proceed this fall.

Rep. Jay Kim, R-41, said Federal Aviation Administration chief David Hinson would notify the city of Los Angeles on July 31 that accepting federal funds for the ONT expansion won't stand in the way of the city's efforts to privatize Los Angeles International Airport.

"It's a done deal," said Kim. "All that's left is the groundbreaking."

Airlines serving ONT won't agree to a financial deal unless Los Angeles accepts \$48 million in federal airport development funds to help pay for the project. The Los Angeles Department of Airports owns/operates the airports in Ontario, Los Angeles, Van Nuys and Palmdale.

Ontario Mayor Gus Skropos heralded the apparent breakthrough in negotiations. However, Skropos added, "We in Ontario have learned to be cautious after 10 years of false starts."

The three-year, \$290-million project will be financed with federal funds and airport bonds. Bonds are supposed to be paid off in 30 years, using airline landing fees and via the \$3 surcharge on tickets for departing passengers, expected to raise more than \$12 million a year.

Los Angeles Department of Airport officials continue to meet with financial experts to hash out a bond issue expected to be in the \$200 million range.

According to Charles Adams, chief engineer for the project, the Ontario airport will open bids on the first phase of its project—involving grading and other site-preparation work—on Aug. 22. About three months after the preparation work, construction of two terminal modules that will be nearly eight times larger than the current terminal, built in the 1960s, will start.

One terminal module will have 12 gates, and the other will have 14 gates. When passenger traffic reaches 10 million for two straight years, airport officials plan to build a third,

new terminal module.

In mid-July, the terminal project took an important step forward when the Los Angeles airport commission agreed to commit an estimated \$10 million. Culminating years of delays, the airport commission awarded Bechtel Corp. of San Francisco a \$5.9 million contract to manage the project.

The project must be under way by Oct. 18, or else face costly delays and more environmental review.

Total project cost doesn't

include \$21 million for specialized aircraft and terminal equipment financed through a third party, which would then operate and maintain the equipment. The special financing covers passenger bridges linking terminal to aircraft, ground power, baggage claim and pre-conditioned air units, allowing aircraft to shut down engines while waiting at the gate.

Also not included in the project price tag are major road construction projects around the terminal,

including \$21 million for a new exit at Archibald Avenue and a projected \$50 million in work that airlines and concession operators are supposed to put in prior to their moving into the new terminal.

Meanwhile, travelers to the airport face a traffic slow-down as expansion work continues on the Vineyard Avenue entrance. The daytime construction is slated to take place on weekdays for the next two-and-a-half months.▲

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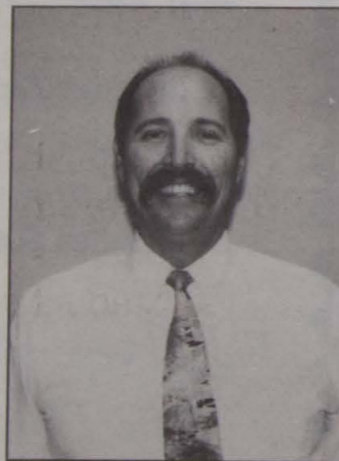
The *University of Phoenix* is accepting applications for part-time evening instructors to teach business and nursing classes at the new Ontario Learning Center. Masters degree required.

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Inland Empire Profile



Name: Dave Carson

Occupation: Station Manager/General Sales Manager of KATY-FM 101.3

Short Biography: A native to Southern California, Carson's advertising career started with a graphics firm in La Jolla. He then moved to radio broadcast sales and management at various San Diego-based radio stations. Also, Carson spent time in television advertising sales at a major San Diego independent tele-

vision station, was involved in producing many television ads, and is currently involved in the writing, production and voicing of radio commercials in the Inland Empire, marking his sixth year in this market.

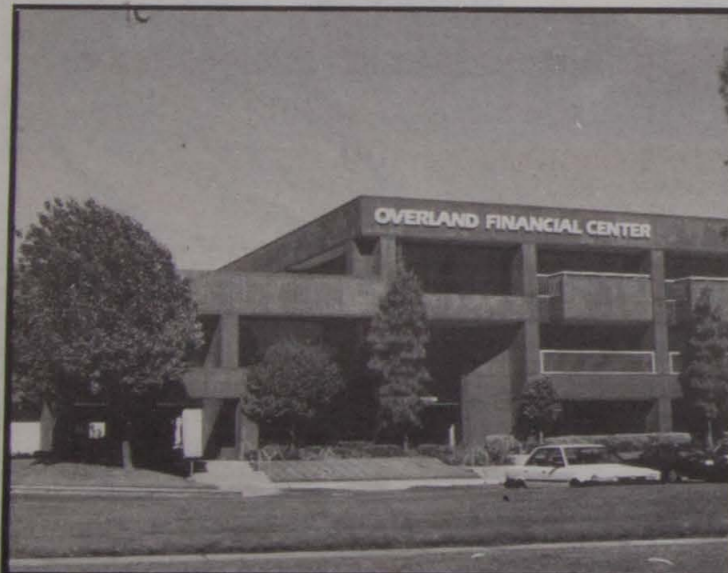
Family: Wife, Dottie; sons, Brennon, Travis; daughters, Christie, Krystill.

Affiliations: Business Promotions Committee, Hemet Chamber of Commerce; Local Business Promotions, Temecula Chamber of Commerce; past high school football and cheerleader booster; Bobby Sox softball coach; 4-H programs.

Accomplishments: Growing into the 18th radio market in the nation; hosted the outdoor play "Ramona" in Hemet; 1994 Sunny Creative Radio Award.

Greatest Concern for Inland Empire: Loss of jobs and business to other states; also, very concerned for the effects of major military base closures.

Resides: Fallbrook ▲



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"Ask the California Venture Forum" addresses questions of interest to business owners and entrepreneurs and is a project of faculty from California State Polytechnic University, local business leaders, and the Inland Empire Business Journal. Responses are prepared by Forum members. The California Venture Forum showcases entrepreneurs and businesses every other month in an effort to help them obtain financing. If you are interested in becoming a presenter or would like more information about the California Venture Forum, contact John Tulac at:

(909) 860-5852

This month's column is by Thom Hunzicker.

Ask The California Venture Forum

by Thom Hunzicker

There is a certain pressure placed on employers to do something to protect employees' present and future economic well-being. Whether this pressure comes from the employees themselves, or from a sense of responsibility on the part of the employer, the subject is bound to come up from time to time. And, in these times of tight profits and a still-soft business environment, it is just very difficult for most employers to roll out a program of employee benefits that takes a lot of money, attention and time to put together.

So, as an employer, what can we do? Fortunately, there are a number of programs that you can provide to your employees at absolutely no, or very little, cost.

We've all read the statistics and information about retiring people generally being under-funded and having to either work, live with someone else, or live in poverty. Do you think folks are worried about this? You bet they are, and so are your employees. And, how about the concerns of today for health, death, and disability? Wouldn't you agree that employees would be more productive, more committed, and better team players if you could make these problems and concerns go away? Virtually all of our clients say yes to this, and you probably feel the same way.

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One of the most powerful tools at your disposal is a program known as the Cafeteria 125 Plan. Also known by other names, such as

Employee Benefits Without Tears

"flex plans," "Section 125" and so on, it saves federal and state taxes for employees. It helps employers by reducing matching FICA taxes and workers' comp insurance premiums. Existing state and federal laws give the employer a way to set up a program so that employees can pay for their share of health, dental, vision and other insurance premiums on a pre-tax basis, instead of an after-tax basis. This means that the employee pays taxes on an adjusted income after paying for health care cost.

As an example, if an employee is paying \$180 per month in health insurance premiums for his wife and kids, he could save \$45 per month in taxes (assuming a 25% combined federal and state tax rate). Do you think this employee would like this? You bet! Now, let's say that this employee is 30 years old and decides to put just one-half of these savings into a voluntary retirement plan. At age 65, he will retire with a life-time monthly income of \$525. Think about it: more money in his pocket each month plus a savings plan that pays him an income for life after age 65! This is a benefit that you can immediately provide to your employees that they will respect you for.

Now, does this get better? Yes, because you as the employer will pay less in matching FICA and in workers' comp costs. What we've talked about so far is the "premium only plan" of the Cafeteria 125 Plan; this is by far the plan of choice of most of our clients. There are two more modules of the Cafeteria 125 Plan that you should at least be aware of. One offers a way for employees to pre-tax pay for certain, un-reimbursed medical costs and for child/dependent care. Essentially, all non-reimbursed voluntary medical costs can be paid through an account set up for these payments. Amounts deposited to the accounts are made by the employee and done on a pre-tax basis. There are no upper limits. This module also allows for employees to pay for child care and dependent care costs on a pre-tax basis. It works much like the un-reimbursed medical set-aside accounts, but does have an annual

upper limit of \$5,000 per year.

The un-reimbursed medical and child/dependent care pre-tax module can be very important for businesses employing a large number of people who have these types of expenses. Obviously, as the employee gains, so does the employer.

The third module of the Cafeteria 125 Plan is that of the "full flex" plan, where employers give employees a choice on how to spend their "125 dollars." This primarily is found in larger companies, due to the complexities of the control and administration.

The bottom line to all of this is quite simple: the employer can save himself and his employees tax dollars by installing the very simple module of the Cafeteria 125 Plan: namely the "premium only plan." It is very simple to do, involves very little on-going hassle, costs little (actually can be paid for by employees) and pays benefits year in and year out.

The Pillars of Life

Ever heard of the basic concepts that make life work? Most people recognize these concepts, but just have not defined them clearly in their minds. Again, most of us have made no plans to deal with them. Since your employees are people, they must also have similar feelings toward:

- 1) having a short-term savings plan to take care of life's immediate needs (such as when the car suddenly needs a \$2,000 transmission job).
- 2) maintaining a long-term and constant savings plan—savings for the rainy day decades away—and to no longer be an economic slave to a system that may fail them.
- 3) providing plans to deal with dying too soon, outliving resources, and becoming disabled into a world of "living death."
- 4) managing a comprehensive investment plan such as real estate, stocks, mutual funds, etc., that dovetails with the other key elements of a personal financial plan.

As an employer, you can certainly do a lot to fulfill these concepts that are so important to your employees. We have talked about

just one—a way for employees to save taxes, and to re-direct those savings into a retirement plan. Can you as an employer set up a retirement plan for your employees that is hassle-free and at absolutely no cost? Yes, you can offer a private pension plan that is 100% voluntary and has no regulatory issues to worry about.

Ever worked for a company that offered a "credit union?" Remember how you could use it for personal loans, car loans, and even house loans? Made the bank on the corner seem out of step, didn't it? Didn't you like having the free checking account at the credit union? Can you get a credit union for your company and for your employees? Yup! And, at no cost? Yup! Simple to do. Is this a benefit that your employees would like? Probably so.

Putting It All Together

As employers, we cannot solve all of the problems for all of the people, but we certainly can take some steps to put employees closer to where they want to be. You have just read about three things you can do in your company that can make a significant difference to your employees: the tax-saving Cafeteria 125 Plan, which paves the way to more spendable cash; the idea of a private pension plan for your employees that gives them a retirement vehicle without all of the hassles of other plans; and the credit union, solving the short-term cash needs of employees while providing many other benefits. These ideas can go a long way to providing the elements of the "Pillars of Life." And, as you can clearly see, these cost-free programs that you offer as a benefit to your employees can help to build the long-term relationships that are important to employer and employee alike.▲

Thom Hunzicker is the founding principal of Venture Financial, a multi-faceted Inland Empire financial services company that works exclusively with business owners looking to develop programs and strategies that increase profits. He can be reached by calling (213) 852-8001, ext. 638.



by Carlene Jones

Project management is crucial to how we work. Whether we are building an apartment complex or a newsletter, it's imperative that the "Project Manager" be aware of each team member's duties, the state of completion for each assigned task, and possibly the costs involved.

Computer software has taken us a long way in scheduling and monitoring tasks. For example, the well known project managers such as Microsoft Project prove great for tracking large projects. However, they're difficult to learn and set up, and tend to be burdensome for such minor tasks as producing a manual.

There has long been a need for software designed to monitor the smaller tasks as well as the resources provided to accomplish these tasks. That's where Team Flow comes in, as a project manager designed to track team members and their related tasks.

Unlike Microsoft Project, the focus is on the team rather than the Gantt Chart. Team Flow offers a triple-pane display called the TeamView Worksheet that includes an Organization Chart, a Deployment Flowchart and its own Gantt Chart.

The Organization Chart looks similar to the "Tree" side of FileManager in Windows. To include a team member, click in the chart's window pane. A pop-up dialog box will appear where you type in the team member's name, along with pertinent information. Once placed on the chart, a member can be moved to anywhere in the hierarchy, or else put into a subgroup by clicking and dragging.

The second pane of the TeamView Worksheet is the Deployment Flowchart. The top piece of this window is comprised of the actual team members working on the project. To assign tasks, drag their names from the Organization Chart to Deployment and add process elements under their names.

Unlike most project managers, Team Flow gives the choice of five different process elements: tasks, meetings, reports, decisions and

Team Flow: the Team-Based Work

milestones. Team Flow reflects the importance of meetings and reports in day-to-day project management. And, rather than a broad task such as "Get Committee's Approval," Team Flow breaks that command down into such specific tasks as market research, write a proposal or meet with committee for specific team members.

Should you have any documents to enrich your model, attach them to any process element for easy viewing simply by clicking.

The third part of the TeamView

is the Gantt Chart, which lets you see the project in terms of calendar dates. The time scale is marked with the process element's name, date of entry and status (completed, in progress or on hold).

Team Flow also offers activity-based Cost/Schedule Tracking. Every process element can be assigned a start date, finish date, budgeted cost and actual-to-date cost. Team Flow uses such data to figure progress information, expected costs and variances.

For other types of calculations,

or to create charts, export the cost/schedule tracking information to an Excel Worksheet, manipulate it and then import back into Team Flow.

Team Flow is distributed by CFM Inc., 60 The Great Road, P.O. Box 353, Bedford, Mass. 01730-0353. Contact via E-Mail at teamflow@world.std.com.▲

Carlene Jones is the director of Word Comp Associates in Rialto, a software training and database design service organization. The phone number is (909) 877-9310.

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Epicenter Quakes With Different Entertainment Venues

New entertainment options began in July at the Epicenter in Rancho Cucamonga, as the Inland Empire Symphony kicked things off with a performance under the stars.

The well-attended event on July 8 was the first of three "Symphony Under the Stars" shows slated for the minor league baseball stadium, on Rochester Avenue and just off Interstate 15. Priced at \$20-\$25, the next two concerts are slated for Aug. 12 and

Sept. 16.

The multi-faceted schedule also includes wrestling, two country music concerts and a Silver Bullets women's baseball game.

Roy Englebrecht, vice president of the Rancho Cucamonga Quakes, said the team is sponsoring all of the events. However, the Epicenter also is being promoted by booking agencies across the nation.

"We're trying to establish the Epicenter as a viable destination,"

commented Englebrecht. "We want people to know they don't have to drive to the Hollywood Bowl or Orange County to view fine arts."

And, the 6,500-seat Epicenter isn't the only Inland Empire baseball stadium booking entertainment this summer, either. The Lake Elsinore Diamond recently featured country western singers George Jones and Merle Haggard.

The Epicenter's schedule includes: Waylon Jennings and Doug Kershaw on Aug. 13, with

tickets at \$12-\$20; Silver Bullets baseball Aug. 17, tickets \$3-\$6; Willie Nelson and Family Sept. 13, tickets \$12-\$35.50; and a 19-day Halloween attraction and stunt show that Englebrecht said "will rival the Knott's Scary Farm, although it won't have rides."

Englebrecht noted that the Rancho Cucamonga City Council recently approved boxing events for the Epicenter, and he hopes to add boxing to the schedule next year.▲

UCR Economist Forecasts Growth for Murrieta, Temecula

The retail base in both Murrieta and Temecula should continue to grow through year 2000, according to Mike Bazdarich, a University of California, Riverside economist.

Bazdarich spoke at the Bear Creek Golf and Country Club in Murrieta as part of the UCR Chancellor's Executive Roundtable Forum, an intermittent series on economic and political issues.

"We are seeing rapid growth here," said Bazdarich. "The levels of housing activity suggest that the growth will continue."

Retailing in Temecula and Murrieta, in the heart of southwestern Riverside County, has yet to reach the saturation point, added Bazdarich, director of the Inland Empire Databank and Forecasting Center at UCR. Many retailers in Temecula and Murrieta are realizing higher sales volumes than their counterparts in Moreno Valley, which has more than twice Temecula and Murrieta's population.

When the Moreno Valley Mall first opened in 1992, Temecula-area retailers had lost some sales volume, Bazdarich said. But Temecula-area merchants have since recaptured those lost sales, he said.

Further, growth in Murrieta and Temecula's retail market will likely occur as people move to the area, drawn by affordable housing, good climate and quality of life.

"It's an attractive value for young families," said Bazdarich. "It's relatively near the coast. You can conceivably live in Temecula/Murrieta and work in Los Angeles or San Diego."

Bazdarich forecast that Temecula's population will grow from 40,400 to about 60,000 by year 2000, while Murrieta's will go from 33,500 to about 43,500. Temecula, Murrieta and Corona account for about a third of the new housing activity in Riverside County, he said.▲

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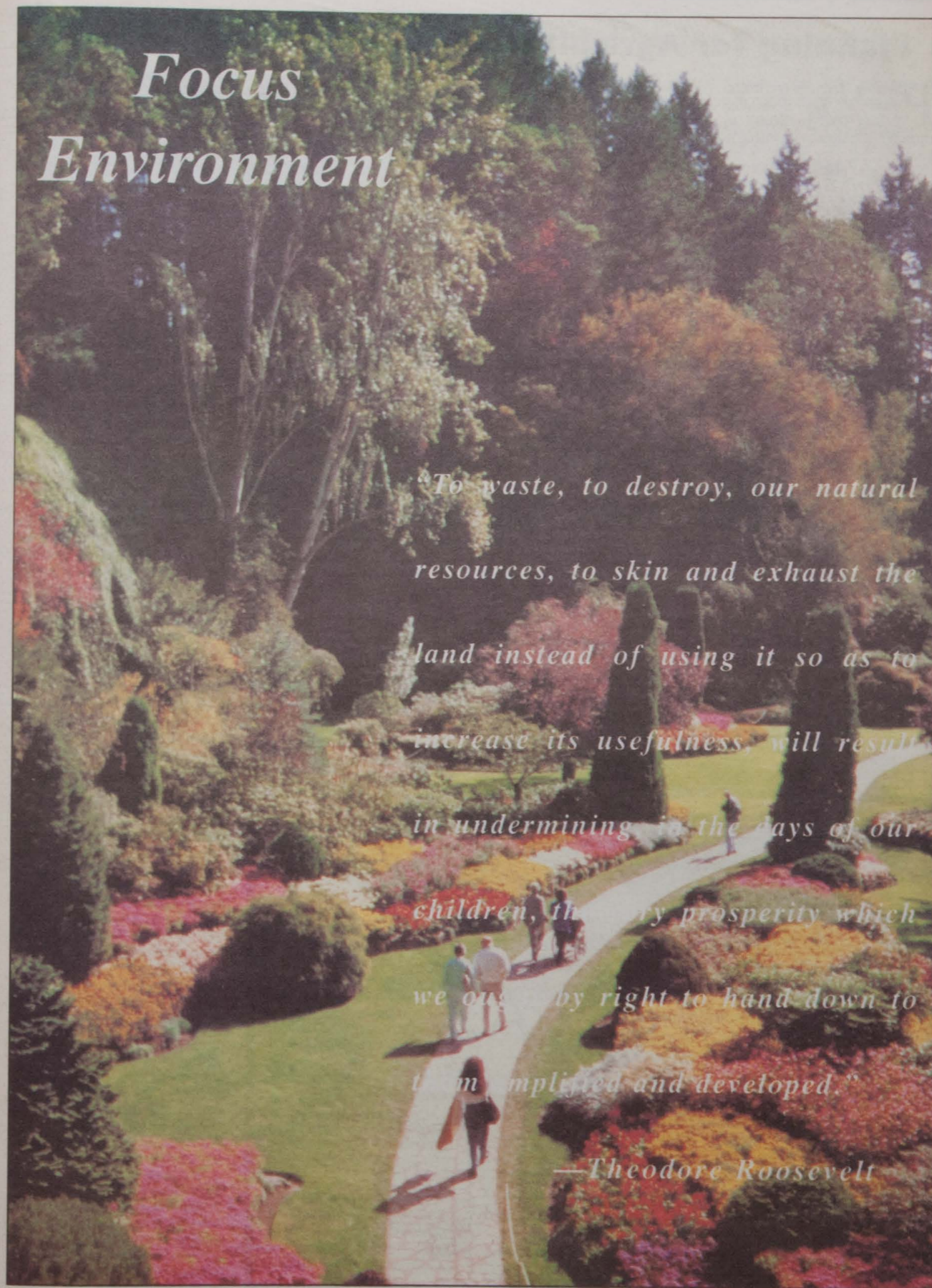


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"To waste, to destroy, our natural resources, to skin and exhaust the land instead of using it so as to increase its usefulness, will result in undermining in the days of our children, the very prosperity which we ourselves by right to hand down to them, simplified and developed."

—Theodore Roosevelt



Planning for Agricultural Preserve Comes to Head

Planning for nearly 16,000 acres of San Bernardino County land considered as prime for development is coming to a head.

And, the planning bodes big changes for the complexion of the so-called Agricultural Preserve in the area known as El Prado ("the meadow"), just south of Ontario and extending west to Chino Hills from the Riverside County line.

In early August, a 30-member Agricultural Preserve Advisory Committee is expected to meet for the first time since being appointed

by the Ontario City Council. Last fall, the San Bernardino County Local Agency Formation Commission agreed to put some 8,200 acres of the preserve into Ontario's sphere of influence. Chino's sphere received the other 7,520 acres.

The committee, composed of city staff members, preserve landowners, Ontario residents and Councilmen Rudy Favila and Alan Wapner, was slated to meet July 31. Being in a sphere of influence is the first step toward annexation, and Wapner predicted the annexation



Tom Ogunoseff sells more than 2,000 truck-loads of manure-based fertilizer a year from his business in the Agricultural Preserve.

process for the preserve land will take about two years.

Committee members generally agree that the Agricultural Preserve would be an ideal place for estate-style housing, open recreational land and a sports stadium.

"Everybody's real anxious to get going," said Wapner. "I'd like to see at least one large project down there like a sports facility, an amusement park or a college campus."

Favila said he is trying to work with the Chino Basin Municipal Water District to develop its Regional Plant No. 5, which would serve the dairy preserve, before the city annexes the land.

John Gardner, chief deputy of the San Bernardino County Agricultural Commissioner's office, pointed out that 1997 marks the end of the 10-year agreements that many preserve residents signed to put their land under provisions of the Williamson Act. The Act allows drastically-reduced property taxes in exchange for the landowners' commitment not to develop, leaving their properties for strictly agricultural uses for the duration of the contract.

Although it has furthered farming, the Act failed to mitigate the impacts of cattle herds totaling 200,000 corralled in a rapidly-urbanizing area.

"To the average dairy farmer, it was soon abundantly clear that the life cycle of the dairy industry in this part of the county was drawing to an end," said Don Filipoff, head of a group that formerly campaigned to incorporate the preserve area. "The question that remained was 'How do you convince the people in power that they, the dairy people, need to relocate?'"

Gardner predicted that the dairy operators who want to stay in business will relocate to a more conducive environment, such as the San Joaquin Valley. "Within 20 years, agriculture in the so-called El Prado area will be completely gone," he said.▲

Obscure Entrepreneur Proving Catalyst for Cleaner Air

by Harriet Hooper-Gibson

A recent poll found that more than 80 percent of Americans are convinced that air pollution in general has gotten worse, or, at best, has stayed the same.

As for Inland Empire residents, suffice it to say that scarcely anyone has come forward this summer to herald a perceived reduction in serious air alerts, or that the air smells a bit cleaner, or that the sky seems to be a deeper shade of blue. There are some solid statistics to back up these theories, however.

From 1983 to 1992, according to the U.S. Environmental Protection Agency, the nation's smog problem on average was down by 89 percent. The data on the period dating back 25 years is even more dramatic.

According to *Science* magazine, the average car driven in 1993 emitted only about a fifth of the hydrocarbon and carbon monoxide as the average car in 1968. Of course, the figures on the '94 and '95 models are even better yet.

At the heart of this trend toward progressively less vehicle emissions is the catalytic converter, sometimes referred to as the "autocat."

And, more recently, a Montana entrepreneur has jumped into the autocat arena, striving to enhance the recovery/recycling process so that now every speck of a used converter can fill some sort of an industrial need. Further, the entrepreneur-turned-millionaire rancher Mel Pervais is combing the Inland Empire for a suitable site to set up a second autocat-recycling plant.

The autocat itself is rooted in air emission legislation, which got major automakers' research and development divisions to put full focus on cutting emissions. The result is a device that converts deadly gases such as carbon monoxide and nitrogen oxides to non-toxic substances. And, since it requires the use of lead-free fuel only, the autocat also has contributed to yet another drastic cut in a traditional, poisonous vehicle emission—lead.

The bottom line? Principal tailpipe emissions in the U.S. have been cut by 90 percent over the last 25 years, with the rest on track to be cut in half again over the next 10 years.

Autocat: the Good, Bad and Ugly

As part of a vehicle's exhaust system, the autocat is a

device where gases pass through a "honeycomb," a bed of small beads coated with the catalysts platinum, palladium and rhodium. A catalyst is a substance that speeds or slows a chemical reaction between other substances without being consumed.

"The U.S. governmental policy is literally to look the other way as we sweep our environmentally hazardous materials under the rugs of foreign nations,"

First installed in 1974 to meet U.S. Clean Air Act standards, the early autocats used platinum and palladium to convert hydrocarbons and carbon monoxide to water vapor. By the early 1980s, rhodium was added to convert nitrogen oxides (said to be a contributor to acid rain and ozone formations) to nitrogen and oxygen. These "three-way" catalysts are now the industry standard.

Until recently, mining and smelting have been the only means to obtain such Platinum Group metals (PGMs). The problem with both processes is that they are polluting themselves, requiring extensive clean-up work.

On the brighter side of processing precious metals, the general demand for gold, silver and copper by U.S. industry is weakening. As examples, fiber optic cable is starting to replace copper wire, and silver-based film is fading out.

The bad news is that, worldwide, the need for PGMs is actually on the rise.

The European Community, for example, is setting stricter emission standards—comparable to the 1983 U.S. regulations and in turn creating a demand for millions of new autocats. Germany, Switzerland, Norway, Sweden and Austria now require autocats in new cars, as do Mexico and Taiwan. Stronger emissions-related legislation is planned in Southeast Asia and South America, and more new diesel vehicles will be fitted with catalysts in both Europe and the U.S.

According to current methods, the demand for PGMs can be met by increased mining, the use of stockpiled goods, or more efficient autocat recycling.

In the U.S., the lone mine producing PGMs is the Stillwater Mine in Nye, Montana. From there, the extracted ore is sent to a smelter for processing, with the resulting product being shipped to a smelter in Belgium for further processing.

From a U.S. standpoint, the problems with the system involve the mining, which generally pollutes surroundings; the environmental effects, as well, of recovering PGMs via smelting; and the need to go abroad to complete the process.

Technological Revolution in Pastoral Setting

The solution may already have hatched in the unlikely rural setting of Montana's Southern Bitterroot Valley, home of Pervais, a North American (Ojibwa) Indian, control systems engineer, and the president/CEO of Rhodium 2001 Inc. Formerly, Pervais founded Cataract Inc., a company specializing in equipment for power plants, petrochemical facilities and other high-tech industries. Pervais's initial investment was \$10,000, and at age 45 he sold Cataract for \$20 million.

Pervais bought the Chief Joseph Ranch in Montana and settled in to raise cattle and registered paint horses. An entrepreneur at heart, however, he soon got edgy and began exploring the local business possibilities. The result is a company devoted to the complete recycling of the autocat.

Others have tried recycle autocats, with varying degrees of success. Reasons for failure include bad timing, lack of capital, a worldwide depressed metal market and simply poor management.

In the case of Rhodium 2001, the key to PGM recovery is unlike any competitive practice, such as leaching or pyro-technology. The process was invented by Charles A. Dickey, who, along with other patented inventions, gave us

the natural gas additive that lets us detect when gas is leaking.

The polluting emissions from smelters, not quickly and properly cleaned up, can wind up in the atmosphere. In the U.S., at least, they are a major environmental concern, and a number of smelter sites are targets of EPA Super Fund projects. To be fair, though, most smelters recovering PGMs today are in other countries.

According to Pervais, Rhodium 2001 has a superior process that is not only environmentally valuable, but also efficient in saving precious metals normally lost to smelter methods. On the likelihood of starting up a Rhodium 2001 plant in the Inland Empire, Pervais said he has proposed such a venture for a reservation site of a local Native American Indian band.

"The U.S. governmental policy is literally to look the other way as we sweep our environmentally hazardous materials under the rugs of foreign nations," offered Pervais. "Rhodium 2001, once in full production, plans to pursue this concern. Our goal is to retain our precious metals here in this country, and to recycle our own hazardous wastes through a clean, economical process that doesn't pollute or lose so much (now, up to 15 percent) of the available precious metals."

To illustrate, Pervais noted current operations that call for marketing a used autocat's stainless steel frame to steel mills; sanitizing and selling the crushed ceramic used to bind converter PGMs for reuse by the ceramic industry; and collecting such residual deposits as lead, alumina, iron, nickel, chrome, barium and copper for sale to appropriate users.▲

UCR Pollution Control Center Gets \$570,000 for Clean-Air Studies

An air pollution research center at the University of California, Riverside will receive \$570,000 for projects geared to reduce emissions from vehicles.

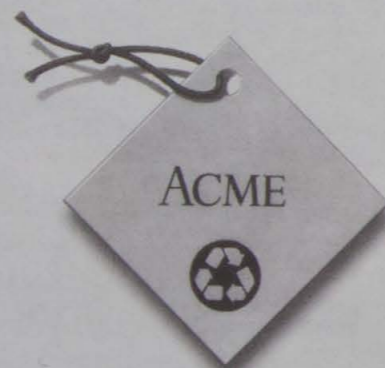
In mid-July, the governing board of the South Coast Air Quality Management District approved the grant for a series of projects by the College of Engineering-Center for Environmental Research and Technology at the university.

Some \$80,000 of the money will fund research of reformulated gasoline to be sold in California

starting in May. Among other goals, the tests will try to determine whether the new fuels can cut smog-producing gases by more than the estimated 65 percent.

The rest of the grant is earmarked for separate projects primarily involving methods to reduce smog caused by vehicle emissions. Studies will evaluate, among other data, the particles emitted by diesel engines, potential types of pollution from alternative-fuel vehicles, and the performance of hydrogen-powered vehicles.▲

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AeroVironment, Inc. 222 E. Huntington Drive, Suite 200 Moorovia, CA 91016	\$12	60% 10% 30%	1971 Moorovia 145	Air Quality Soil & Groundwater Environmental Audits	Local Industry Local Governments Law Firms, Military	Tim Conner CEO/President (818) 357-9983/359-9628
ALLWEST Geoscience, Inc. D.V.B.E. 1205 N. Tustin Ave. Anaheim, CA 92807	\$1	15% 80% 5%	1992 Anaheim 13	Geotechnical Engineering Environmental Assessment Materials Testing, Surveying	Developers Commercial Cities, State & Federal Agencies	Gene Farnsworth President (714) 238-9255/238-1105
Alton Geoscience 25-A Technology Dr. Irvine, CA 92718-2302	\$9.4	25% 60% 15%	1981 Irvine 95	Remediation Contracting Environmental Consulting	Major Oil Companies Aerospace Industry Local Govt. Agencies	Dana Smith President (714) 753-0101/753-0111
Berryman & Henegar 685 E. Carnegie Dr., Ste. 240 San Bernardino, CA 92408	na	na	1975 San Diego 314	Civil Engineering, Public Agency Consulting	Local Government Public Agencies	Amador Gonzalez, Jr. Senior Vice President (909) 884-2500/381-3632
Bryan A. Sturatt & Associates 1360 Valley Vista Dr. Diamond Bar, CA 91765	\$9.3	15% 25% 20%	1984 Diamond Bar 74	Solid Waste Management, Site Characterization, Remediation, Closure, Monitoring Regulatory Permitting	Public & Private Waste Mgmt. Agencies Manufacturing Firms Financial Institutions Legal Firms	Bryan A. Sturatt President (909) 860-7777/860-8017
Camp Dresser & McKee, Inc. 430 N. Vineyard Ave., Ste. 310 Ontario, CA 91764	\$8.0	40% 30% 30%	1947 Cambridge, Mass. 2,200	Water, Waste Water, Solid Waste Environmental Management	Local Government Industry State/Federal Govt.	Richard W. Cornelle Vice President (909) 986-6811/984-9328
CH2M HILL 290 N. "D" St., Ste. 715 San Bernardino, CA 92402-0310	na	75% 10% 15%	1946 Denver, CO 5,000	Water/Wastewater Pl. & Engr. Transportation, Solid & Hazardous Waste Mgmt. Geosciences, CM	Private Industry Public Utilities Federal Govt. County/Local Govt.	Jerry D. Boyle Sr. V.P./Reg. Mgr. (909) 384-9774/381-0688
Chemical Waste Management 10960 Boatman Ave. Stanton, CA 90680	\$66.2	65% 20% 15%	1973 Oakbrook, IL 4,400	Collection Transportation Treatment & Disposal	Aerospace Public Utilities Private Business	Vic Ciccarelli Area Operations Mgr. (714) 826-6320/826-0604
Carnot 15991 Red Hill Ave., Ste. 110 Tustin, CA 92680-7388	\$9	65% 25% 10%	1990 Tustin 63	Air quality, Continuous Emission Monitoring System Engineering, Air Toxics, Emissions Testing	Utilities, Industrial Companies, Research Institutions, Independent Power Producers	Barry McDonald President (714) 259-9520/259-0372
Converse Consultants Inland Empire 10391 Corporate Dr. Redlands, CA 92374	\$25	50% 20% 20% 10% (San Diego)	1926 Pasadena 324	Environmental/Geotechnical Engineering, Site Investigation, Remediation, Asbestos, Air Quality, Geological & Hydrogeologic Studies, Soils & Materials Testing	Commercial/Industrial/ Residential Financial Institutions Local State and Federal Agencies	Steven C. Helfrich Principal in Charge (909) 796-0544/796-7675
Dames & Moore 3602 Inland Empire Blvd., Ste. C-110 Ontario, CA 91764	na	40% 40% 10% 10% (San Diego)	1938 Los Angeles 3,500	Bio. Arch. Permits Planning & Design, Geology and Hydrology Studies, Geotechnical Eng., Water & Waste Water Eng., Air Quality Eng., Emission Monitoring, Toxicology & Risk Assessment, Analytical Services	Public Sectors City/County Agencies Private Sector	Brian Wynne Managing Principal (909) 980-4000/980-1399
E.A.R.T.H. Sciences & Analytical Technologies 237 S. Waterman Ave., Ste. B San Bernardino, CA 92408	na	na	1993 San Bernardino 8	CA-DHHS Certified Environmental Lab, Chemical/Biological Testing, Materials Characterization, Environmental/Technical Consulting, Bioremediation, Data Analysis	County of San Bernardino Public & Private Agencies Industrial/Commercial Firms	D.R. Chance/C.J. Kiser Lab Dir./Tech. Dir. (909) 888-6544/885-7037
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ENSR Consulting and Engineering 4340 Von Karman Avenue, Ste. 200 Newport Beach, CA 92626	\$23.4	N/A \$3.5 N/A	1964 Acton, MA 950	Environmental Management Hazardous Waste Management Auditing/Permitting	Law Firms Financial Institutions Manufacturing, Aerospace	Andrew J. Miller GM/West Regional Dir. (714) 641-7443/641-3157
E.S. Babcock & Sons, Inc. 6100 Quail Valley Court Riverside, CA 92507	\$2.8	na na 80%	1906 Riverside 45	Drinking Water Analysis Waste Water Analysis Ground Water Analysis Hazardous Waste Analysis	Industries City Departments Municipalities Waste Water Treatment Plants	Allison Mackenzie V.P./General Manager (909) 653-3351/653-1662
Foster Wheeler Environmental Company 611 Anton Blvd., Ste. 800 Costa Mesa, CA 92626	\$3.5 (Local)	65% 10% 25%	1891 New Jersey 1800	Waste Management Environmental Assessments Planning	Industrial Governmental Agencies	E. Essi Emall Office Manager (714) 444-5500/444-5560
GeoResearch 3960 Gilman Street Long Beach, CA 90815	\$6	60% 30% 10%	1984 Long Beach 80	Phase I, II, III Site Assess., Enviro. Audits Water Supply Development Hazardous Waste Management Remediation Syst. Design & Installation	Aerospace, Mjr. Oil Cos. Local, State & Federal Governments Banking & Legal	Michael M. Mooradian President (310) 597-3977/597-8459
GEOTEST 3960 Gilman Long Beach, CA 90815	\$2	60% 30% 10%	1985 Long Beach 25	CA State Certified Mobile Labs. CA State Certified In-House Labs. Full Service	Oil Companies Local, State & Federal Governments, Bknng/Legal	Cheryl K. Mooradian President (310) 498-9515/597-0786
Groundwater Remediation 1963 N. Main Street Orange, CA 92715	\$2	na na na	1984 Orange 25	Soil & Groundwater Remediation Phase I & II Site Assessment Tank Removal	Fortune 500 Companies Riverside County Private Companies	Cyrus Namini President (714) 282-6676/282-5644
Hazpak, Inc. 1785 Pomona Rd., Ste. B Corona, CA 91720	na	80% 15% 5%	1996 Corona 10	Lab Packing Hazardous Waste Management Soil Remediation Consulting, Training	Local Industry, Local Govt., Cities, Military, Aerospace, Mfg., Automotive, Health Care, Education Institutions, Banks, Public & Private Sector	Jeanne Delperdang Owner/President (909) 273-0550/273-0128
Harding Lawson Associates 3 Hutton Centre Drive, Ste. 300 Santa Ana, CA 92707	\$125	\$6 \$4 \$1	1957 Novato, CA 980	Hazardous/Solid Waste Management Geotechnical and Environmental Engineering, Geotechnical/ Geological and Hydrogeological Studies	Environmental & Engineering Services Geotechnical Planning Permitting, Regulatory Geological & Hydrogeological Studies	Matthew McCullough O.M.S. Cal. Ops. (714) 556-7992/662-3297
Kleinfelder, Inc. 1370 Valley Vista Dr. #150 Diamond Bar, CA 91765	\$45	5% 2% 3%	1961 Walnut Creek 650	Soil/Groundwater Assessment, Reconciliation, Landfill, Solid Waste, Air Quality	Local, State & Federal Govts. DOD, Manufacturing	Michael G. Blankinship Mgr., Env. Services (909) 396-0335/396-1324
Leighton and Associates, Inc. 17781 Cowan Irvine, CA 92714	na	33% 38% 13% 16% (San Diego)	1961 Irvine 207	Environmental Services Geotechnical Engineering Construction Mats Testing	City Agencies State Agencies Transportation Agencies Land Developers	Houman Makarechi, P.E. V.P./Managing Principal (714) 250-1421/250-1114
Lockman & Associates Inland Empire Regional Office 3200 E. Inland Empire Blvd., Suite 130 Ontario, CA 91764-5513	\$3	50% 20% 30%	1964 Monterey Park 27	Solid Waste Management Planning and Design Services	State/Local Government Private Industry Institutions	C.W. Lockman, P.E. President (909) 944-6988/948-8508
Marcoc of California, Inc. 12940 Sunnyside Pl. Santa Fe Springs, CA 90670	\$12 \$40	75% 10% 15%	1980 Baltimore 500	Asbestos Abatement Lead Abatement Facility Decontamination	Commercial Properties Aerospace, Utilities	Matthew Westrup Vice President (310) 906-2628/944-2388
McLaren/Hart Environ. Engineering Corp. 515 S. Figueroa St., Ste. 1920 Los Angeles, CA 90071	na	50% 40% 10%	1977 Rancho Cordova 700	Remedial Investigation/Cleanup Regulatory Compliance Audits Risk Assessment	Oil & Gas Industry Chemical Industry Manufacturing	Michael Kinworthy Regional Manager (213) 683-1626/683-1634

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Environmental Companies Serving the Inland Empire

Listed Alphabetically

Company Name Address City/State	Billings (million) 1994	Regional Breakdown (\$ or %) L.A./O.C./I.E.	Yr. Founded Headquarters No. Employees	Specialties	Clientele	Top Local Exec. Title Phone/Fax
Norcal/San Bernardino, Inc. 2050 S. Milliken Avenue Ontario, CA 91761	na	0 0 100%	1989 Ontario 105	Recycling Landfill Management	na	Jim Walsh V.P./Regional Mgr. (909) 390-0241/390-0247
Quaternary Investigations, Inc. 300 W. Olive St., Ste. A Colton, CA 92324	na	20% 20% 60%	1990 Colton WND	Environmental Site Assessments Soil & Ground Water Sampling Solid & Ground Water Remediation Soil Conductivity	Manufacturing Firms Attorneys Cities	Tony Morgan President (909) 423-0740/423-0743
Ralph Stone & Co., Inc. 10954 Santa Monica Blvd. Los Angeles, CA 90025	\$1.474	70% 15% 15%	1953 Los Angeles 14	Phase I Environmental Audits Phase II Site Investigations Site Remediation	Banks, Insurance Companies Governments	Rick Kahle President (310) 478-1501/478-7359
RES Environmental, Inc. 865 Via Lata Colton, CA 92324	na	90% 5% 5%	1986 Colton 8	Regulatory Compliance Monitoring & Report Preparation, Air Toxics Testing for Remediation, Forecasting & Instrument Repair	Landfills Construction Oil Refineries	B.J. Roberts President (909) 422-1001/422-0707
RMS Environmental, Inc. 14 Hughes, Suite B-201 Irvine, CA 92718	WND	30% 60% 10%	1999 Irvine 14	Environmental Site Assess., Soil & Groundwater Characterizations Remedial Design & Construction Management Groundwater Monitoring Plans	City of Huntington Park F.D.I.C. Case Tractor & Equipment Co. Irvine Ranch Water Dist.	Hannes H. Richter President (714) 380-8225/455-9371
Tetra Tech, Inc. 348 W. Hospitality Lane, Suite 300 San Bernardino, CA 92408	na	20% 0% 80% (San Bern. Office Only)	1966 Pasadena 560	Environmental Science & Engineering Hazardous Waste Mgmt. & Remed. Groundwater Mgmt. & Remed.	DOE U.S. Air Force EPA	William R. Brownlie Sr. Vice President (909) 381-1674/889-1391
The Earth Technology Corp. 1461 Cooley Drive, Suite 100 Colton, CA 92324	na	\$7.2 \$7.9 \$12.1	1970 Long Beach 450	Environmental Studies (NEPA/EQA) Hazardous Waste Management Geotechnical Services	Department of Defense Utilities Commercial Industries	Sandra Cuzzino Associate Principal (909) 424-1919/424-1924
TRC Environmental Corporation 21 Technology Drive Irvine, CA 92718	WND	70% 20% 10%	1970 Windsor, CT 650	Air Permitting Hazardous Waste Air Measurement	Transportation Industrial/Manufacturing Private Industry	Bill Cote Mgr., Western Region (714) 581-6860/727-7399
United States Filter Corporation 73-710 Fred Waring, Suite. 222 Palm Desert, CA 92260	na	na	1953 Palm Desert 2,000	Water Treatment Wastewater Treatment Filtration	Marathon Oil Cargill Anheuser-Busch	Richard Heckmann CEO/President (619) 340-0098/341-9368
Vector Three Environmental Inc. 11605 East End Avenue Chino, CA 91710	\$1.2	50% 20% 30%	1985 Chino 4	Underground Tank Removal & Installation Environmental Clean-up Hazardous Waste Removal	L.A. Times Chino Daines March AFB	Donald L. Hollenbeck President (909) 627-0627/627-4464
Woodward-Clyde Consultants 2020 East First Street, Suite 400 Santa Ana, CA 92705	na	65% 25% 10%	1950 Denver, CO 2,500	Environmental Engineering Waste Management Geotechnical Engineering.	Government Agencies Private Entities Industrial Companies	Steve Pearson Vice President (714) 835-6886/667-7147

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Air Quality Board Chairman Gives Ridesharing View



Jon Mikels, South Coast Air Quality Management District board chairman

by Jon Mikels
Chairman, South Coast Air Quality Management District Board of Directors

After seven years of experience with Regulation XV (Ridesharing), we face the imminent repeals of state and federal ridesharing mandates.

The state Legislature is on the brink of repealing California's ridesharing statutes through Senate Bill 437 (Lewis) and SB 722 (Hurt). Additional legislation, SB 382 (Lewis) and AB 526 (Sher), would remove the mandate

from shopping centers and event centers. Finally, two joint resolutions—SJR 2 (Russell) and SJR (Kopp)—ask Congress to repeal sections of the federal Clean Air Act dealing with ridesharing requirements.

"Ridesharing programs will not disappear overnight. Until Congress acts to amend the federal Clean Air Act, the mandate will remain in effect. The alternatives being explored by the South Coast Air Quality Management District are not considered to be exhaustive."

In addition to state legislative action, Congress and the Environmental Protection Agency have sent strong signals that the ridesharing mandate will not survive in its current form.

The South Coast Air Quality Management District has added its voice to the call for reform. Indirect Source Rules (ISRs), like Regulation XV, require employers, shopping centers and entertainment centers to change the travel

behavior of employees and patrons. A recent survey of business attitudes about the AQMD found that Rule 1501 was the target of more than half of the complaints.

The AQMD's governing board, recognizing the problems created by ISRs, approved Rule 1501.1 to provide alternative methods to satisfy the mandate and joined a regional effort in a search for marketing-based alternatives—the REACH Task Force. With public support for Rule 1501 eroding, the search for alternatives becomes a pressing issue.

Alternatives to Rule 1501 and other ISRs must be fair and equitable, and be perceived as such by the Southern California community. Secondly, they must be cost-effective in application and enforcement. Finally, there is general consensus that any emission reduction shortfall should be secured from mobile sources.

What might these alternatives be? Some of the strategies being examined include:

- *Promotion of voluntary ridesharing.
- * Remote sensing of gross emitting vehicles.
- * Pricing mechanisms, in lieu of the gas tax, linking driving costs to vehicular emissions.

Ridesharing programs will not disappear overnight. Until Congress acts to amend the federal Clean Air Act, the mandate will remain in effect. The alternatives being explored by the South Coast Air Quality Management District are not considered to be exhaustive.

Suggestions by the public and business community are highly encouraged. To provide a forum for their discussion, the governing board has scheduled a public debate for Oct. 13 to reassess the district's position in the ridesharing debate. I encourage readers to participate at that meeting, where the current situation, our options and their implications will be discussed.▲

What might these alternatives be? Some of the strategies being examined include:

- *New clean-air technologies, including low and zero-emission vehicles.

Consumer Group Fights Rate Hike for Electric Cars

by Audrie Krause
Executive Director of "Toward Utility
Rate Normalization"

Just how much should utility customers pay for programs that promote the use of natural gas and electric-powered cars to reduce air pollution?

Not much, according to a California Public Utilities Commission (CPUC) hearing officer. Yet, consumers could still wind up paying much more than is necessary, unless they act soon.

CPUC Administrative Law Judge Steven Weissman released his proposed decision in July that recommends the state's four largest utility companies receive less than \$160 million from rate hikes to fund electric and natural gas vehicle programs. The utility companies have asked for \$335 million.

The four utilities—Southern California Edison, Pacific Gas & Electric, San Diego Gas & Electric and Southern California Gas—originally sought to raise customers' electricity and gas rates in order to generate \$362 million to promote the introduction of natural gas and electric cars. Those applications sought rate increases to pay for specific programs, as well as to do research to determine what impact the introduction of low-emission vehicle programs might have on the overall demand for electricity and natural gas.

As a result of partial settlements

and new legislation that set limits on ratepayer subsidies as of Jan. 1, the total amount requested by the utilities was reduced. Judge Weissman has called for even greater reductions, giving the utilities only about a fourth of their latest requested sum.

Significantly, Judge Weissman recommends substantial cuts in the capital investments that power companies are allowed to make at ratepayers' expense.

"Toward Utility Rate Normalization" (TURN)—a statewide, non-profit consumer advocacy group—is among a diverse group of customer interests who applaud Judge Weissman's proposal. Organized as "Californians Against Utility Company Abuse," this coalition opposes inappropriate ratepayer subsidies of low-emission vehicle programs. Members include the Congress of California Seniors, National Federation of Independent Business, California Manufacturers Association, Congress of Racial Equality, and California League of Food Processors—in all, nearly 2,700 businesses and organizations.

A common concern involves the extent to which ratepayers are being asked to subsidize investments that should be funded by utility shareholders. The utility company venture does not rely on shareholder money.

Neither TURN nor the coalition has any quarrel with the goal of cleaner air, and we take no position on the

broader issue of whether taxpayers should be asked to pay for electric car mandates. In general, we have no problem with utilities preparing to serve that market, once it develops.

A common concern uniting the coalition is the belief that utilities should use shareholder dollars for these investments, rather than forcing customers to pay for them through increased rates. While consumers are being asked to subsidize the utility company investments in low-emission vehicle programs, the utilities themselves, along with their shareholders, will reap the profits should these programs be successful.

Electric rates in California already are 50 percent above the national average. Many of us don't expect that deregulation of the electric industry, now underway, will lower rates for the

Electric Car Backers, Big 3 Automakers Clash

Backers of California's electric-vehicle mandate pushed their views at a recent press conference called by three major automakers to rally support against the mandate.

The proponents seized the moment at the press conference in Sacramento, handing out copies of a University of California study projecting the market for electric vehicles as far greater than an early esti-

mate by the Air Resources Board. Supporters also distributed an American Automobile Manufacturers Association memo that told of a public relations campaign aimed to undermine public support for electric vehicles.

Starting in 1998, state law will require that electric vehicles comprise 2 percent of the new cars and light trucks marketed in California by major auto manufacturers. That mandate is slated to jump to 5 percent in 2001 and 10 percent in 2003—the same year the standard will start to apply to smaller manufacturers as well.

Another common concern of opponents is that Judge Weissman's proposed decision will be rejected by his fellow commissioners.

We urge those opposed to paying higher utility bills in order to finance the investments of utility stockholders to write to President Daniel W. Fessler, CPUC, 505 Van Ness Ave., San Francisco, CA. 94102. The CPUC's decision is due by Aug. 11.▲

Ford, Chrysler and General Motors officials called the press conference in the state Capitol as a forum to urge rolling back the mandate. The opponents charged that the electric car's expected high selling price and limited cruising range will outweigh the benefits of non-polluting transportation in the minds of consumers.

"The technology is simply not ready for the market yet," said William Glaub, Chrysler's general manager for U.S. automotive sales.

The electric car backers countered that the media conference was simply another example of automakers' traditional opposition to most safety and environmental advances in their industry.

Mike McCabe, Ford's electric

vehicle marketing manager, said auto buyers in general will want a driving range of at least 100-125 miles between battery charges. Yet, the electric Ford Ranger to be marketed in 1998 will have a mere 50-mile range and be priced at about \$30,000. McCabe added that buyers also will likely face having to replace the battery every two years, at a cost of \$4,000 to \$5,000 each time.

The California Air Resources Board chairman told about 60 Inland Empire business people in mid-July that the state's highly-criticized mandate on electric vehicles is likely here to stay.

John Dunlop of the air board included the prediction in his remarks at a luncheon hosted by the Inland Empire Economic Partnership in Ontario. Dunlop said he has been assured by Gov. Pete Wilson that the mandate—requiring 2 percent of new cars offered for sale in 1998 by the seven largest

Continued from page 24
vehicle marketing manager, said auto buyers in general will want a driving range of at least 100-125 miles between battery charges. Yet, the electric Ford Ranger to be marketed in 1998 will have a mere 50-mile range and be priced at about \$30,000. McCabe added that buyers also will likely face having to replace the battery every two years, at a cost of \$4,000 to \$5,000 each time.

Meanwhile and closer to home in the Inland Empire, officials of an electric vehicle manufacturer with a plant in Redlands were maneuvering to avoid bankruptcy.

Roy Kusumoto, chief executive officer of Santa Rosa-based U.S. Electricar, took over the added duties of chairman and president after two executives resigned July 17, said company spokesman Leo Heagerty. U.S. Electricar also reported raising \$600,000 via a \$300,000 stock offering for private investors that was matched by Itochu Corp. of Japan.

The company's struggle to avoid bankruptcy apparently started in the spring, when the market for electric buses and industrial vehicles produced in Redlands collapsed.

Electricar now employs about 60 at its Redlands plant, where about 40 workers were laid off in March after the company consolidated its Los Angeles and Riviera Beach, Fla. plants. At Redlands, production since 1993 has focused on electric utility vehicles used in industry and airport shuttle buses.

U.S. Electricar officials informed the federal Security and Exchange Commission that \$3 million was needed for the company to stay afloat this year. Since then, company leaders have reported receiving \$3.6 million.▲

Air Board Chairman Won't Back Down on State's Zero-Emissions Mandate

automakers to have zero emissions—will stand.

Dunlop also charged that some stinging criticism of the mandate, adopted in 1990 to reduce tailpipe emissions, offered lately by opponents has been misleading.

For example, Dunlop said The California Association of Manufacturers' estimate that the phase-in of the electric-vehicle would wind up costing taxpayers \$28 billion was simply untrue. He urged luncheon guests to consider the sources of a heavy public rela-

tions campaign against the mandate—including such highly-affected entities as automakers and the oil industry.

"We think that 2 percent of the vehicles offered for sale is a small thing," said Dunlop. "We think it should come on-line so customers can see how it works."

"What do (the mandate's opponents) propose in lieu of this?" asked Dunlop. "I haven't seen a thing."

Proposals for mandatory ride-sharing and other such programs

would place too much of the burden to clean up Southern California's air on business, said Dunlop. Vehicles are responsible for 60 percent of all emissions in the state, he noted.

Dunlop went on to agree that not all aspects of the state's move toward electric-vehicle use are rosy.

For example, the vehicles might not be affordable by the average consumer, he said. Also, automakers have said that the mandate will cause the average cost of a new car to jump by \$2,100.▲

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TELECOMMUTING: the Good, the Bad, and the Particulars

by Richard C. Cooper

Are you tired of being frustrated from sitting in rush-hour traffic as you wear the corporate attire and stare at the smog-laden skyline? These are just a few of the factors that are motivating corporate America to telecommute.

Tele-what? Telecommute. It's the practice of working at home, or at a satellite location near the home, where employees use computer and telecommunications technology in lieu of physically traveling to a central workplace.

The goal of telecommuting is to move workplaces to the most convenient location for the worker. It can occur in conjunction with a number of concepts and situations: hoteling, satellite office, team type, virtual office and home office.

Because of the various locations and arrangements used for telecommuting, professional managers are faced with a wide variety of new officing concepts and concerns. These are adding new dimensions to their field of facility management—which, in general, is the practice of coordinating a physical workplace with the people and the work of an organization.

For managers, the challenge of telecommuting involves their ability to use such disciplines as business administration, architecture and the behavioral and engineering sciences in order to create more flexible workplaces.

Why the Trend?

The 1990 federal Clean Air Act requires businesses with more than 100 employees at one location to cut their average worker's commute time by 25 percent. Ways to accomplish this goal include car pooling, public transportation incentives, condensed workweeks, or—perhaps the most practical and cost-effective method—telecommuting.

Companies faced with the mandate were required to submit their reduction proposals back in November, 1994. Official regulations to follow are supposed to be adopted in 1996. At present, the Act requires just 11 states to comply: California, Connecticut, Delaware, Illinois, Indiana, Maryland, New Jersey, New York, Pennsylvania, Texas and Wisconsin. All have pollution and smog problems so severe that they must be addressed now, according to federal authorities.

As a result, the Clean Air Act stands to affect at least 1.7 million people in the targeted states. Meanwhile, many companies in less

polluted states, such as Best Western International of Phoenix, Ariz., Blue Cross/Blue Shield of South Carolina and Wendy's International Inc. in Dublin, Ohio are taking a proactive environmental stance by already encouraging their employees to telecommute.

What Are the Benefits?

The gains from telecommuting are abundant, according to such participating firms as Compaq Corp. of Houston, Tex., now in the pilot stage of a program. "Repeatedly, we have heard from employees that telecommuting has increased their overall quality of life," said Bob Moore, Compaq facility planning and engineering manager.

For the employer, benefits range beyond the issue of increased productivity. They include a larger labor pool, public relations value as a cutting-edge corporation, greater assignment flexibility, improved recruitment and retention, better customer service, less absenteeism and reduced facility costs.

For example, expenditures for office and parking spaces in costly downtown locations can be reduced, observed Allen Baldrige, senior manager of Northern Telecom's real estate and facilities in Richardson, Tex. He estimated that the savings gained from not having to house all employees in a typical work space, considering only the rental and operating costs annually, would be a minimum of \$2,000 per person per year.

As for the workers, many have jumped on the bandwagon to advocate telecommuting to their managers and employers. They are enticed by the absence of commute time by working at home. And, as an alternative, the suburban satellite office also enables many people to avoid a long drive into an urban location.

For many employees, the time gained by not having to sit in traffic is reason enough to telecommute. Some of the other benefits cited by telecommuters are dollar savings, less stress, a feeling of empowerment, fewer distractions, the chance to create better communication with management and co-workers, increased knowledge of high-tech equipment, more time to spend with family and friends, and the adventure of a whole new lifestyle.

Warren Master of the workplace initiatives office, U.S. General Services Administration, believes the benefits of telecommuting reach beyond the individual and the corporation.

The benefits to society are

improved air quality, reduced energy consumption, reduced traffic congestion, improved family functioning, and increased civic involvement and volunteerism," said Master.

Who Are the Ideal Candidates?

At the beginning of the telecommuting era, researchers thought that only people who were independent in their work habits would be successful candidates for such an alternative concept. Employers delegated data entry specialists, salespeople and computer programmers as the pioneer telecommuters.

Today, the field covers such job descriptions as consultant, writer, graphic artist, stockbroker and even chief executive officer. "The Telecommuter's Handbook" by Brad Schepp lists 75 jobs that now are considered compatible with telecommuting.

Good facility managers often can recognize an ideal candidate for telecommuting, and can identify the best alternative work site. In addition to discussing the possibilities with the company's facility professional, sources such as Schepp's book and Lis Fleming's "The One-Minute Commuter" offer tests that an employee can take to help determine whether he or she would be a successful telecommuter. Test questions from "What kinds of work would you expect to do while telecommuting?" to "Who will be affected by your working at home?"

What Are the Disadvantages?

Telecommuting does have its drawbacks, such as the tendency to overwork in a home office when not being monitored by the traditional time-clock. Some feel they lose credibility when they telecommute. Others have reported that there is usually more stress in the household when deadlines roll around.

The most common complaint from telecommuters, however, is that they feel isolated—from social groups as well as advancement. Lisa Kerr—a telecommuting marketing consultant, member of the National Telecommuting Advisory Council and a telecommuter herself since 1990—explained how she avoids the feeling of isolation.

"What you tend to do is build up other areas of your life to offset that lack of contact," said Kerr, who suggested that telecommuters use teamwork skills to help themselves out. "The best solution is to be flexible and creative with your communication, and to cultivate an active support role from your boss."

Non-Telecommuters

Be aware, though, that there are employees who should remain in the traditional office setting. These are the people who rely heavily on clerical staff, regard the office environment as a motivator, or simply have no workspace at home.

Ready, Set, Go!

Telecommuters do need equipment at home, and, of course, the equipment varies according to the job. The facility manager can play a vital role by helping to assess individual employee situations, and striving to shape each to meet government and corporate regulations.

Four key areas must be identified, monitored and met for telecommuting to work.

First, do you have the right support—that is, is this change truly beneficial to the company and are key leaders verbally supportive? Second, are you rewarding the people who come up with helpful ideas and the managers who incorporate the change? Third, are you starting right by paying close attention to details? Finally, are you involving the right people—such as facility professionals, human resources staff, data processing, line management, legal and financial advisors, your boss and possibly a trusted co-worker.

What's Down the Road?

The telecommuting trend has already forced planners and managers to re-evaluate the traditional notion of the office. How will this affect the workplace of tomorrow? Michael Bell, director of corporate real estate for Dun & Bradstreet Corp., predicted, "Space needs will decline. Dedicated private offices will diminish . . . The office will look more like a college building than an office building, and be dominated by think tanks, conference areas, training sections and group work sites."

It may be a long step into the future before this all takes place, but the reality of a universal work space has already started. It's this type of concept that is paving the way to tomorrow's workplace.▲

Richard C. Cooper is the chairman of the International Facility Management Association, which investigates trends and tracks issues related to the facility management profession.

EAGLE MOUNTAIN LANDFILL PROJECT IS BACK ON TRACK

AN IDEAL SITE

- Remote desert of eastern Riverside County
- Less than four inches of annual rainfall
- Arid desert environment ideal to reduce liquids and gas generation at the site
- Extreme depth to ground water—at least 270 feet (state requires only 5 feet)
- No active earthquake faults within 35 miles of the site

The Eagle Mountain Landfill and Recycling Center is a model non-hazardous, waste-by-rail regional landfill proposed for the remote desert of eastern Riverside County. As proposed, it is far more than a high-tech means of dealing with the growing waste management crisis of Southern California; it is an environmentally-sound project that promises to be an economic boon for the Inland Empire as well. Originally approved by Riverside County in 1992, the Eagle Mountain project went on to receive 17 of the

A REGIONAL SOLUTION TO THE TRASH PROBLEM

We have met the enemy and it is us. We are the most wasteful society ever on the planet, and Southern Californians are the worst.

- The average Southern Californian generates more than 8 pounds of garbage each day, over 1 ton per person per year.
- While some is recycled, the majority still ends up in landfills
- The majority of the region's landfills are unlined and leaking into the ground water, and are filling up
- Los Angeles County and San Bernardino County estimate that remaining landfill capacity will be gone in 5 years or less
- San Bernardino and Ventura Counties each estimate more than 5 but less than 15 years of remaining capacity
- Riverside and Imperial counties have between 13 and 15+ years of remaining landfill capacity.

project stronger."

The Big Six accounting firm KPMG Peat Marwick estimates that the project will generate \$2.2 billion in new economic activity in the region during its first 20 years of operation, while contributing an average of \$24.5 million of revenue each year to Riverside County. Eagle Mountain will also create the equivalent of 1,140 permanent employment opportunities during the initial 20 years of operation.

In addition to the economic advantages, there are environmental benefits as well. A special fund for the preservation of the desert tortoise habitat will be created, and up to \$6 million each year will be generated for the preservation of natural

required 20 permits before a San Diego Superior Court judge ordered Riverside County to do a new environmental impact report on the project in September 1994.

Will Eagle Mountain ever happen? You bet, says Richard Daniels, president and chief executive officer of Mine Reclamation Corp., the landfill project developer.

Eagle Mountain is a superior waste disposal solution, both environmentally and economically," Daniels stated. The additional review will only make the

an overall improvement in air quality for the entire region.

Each train will carry approximately 150 sealed containers loaded on 75 custom-designed rail cars and will travel primarily at night to minimize inconvenience to existing rail schedules.

At the height of operations, the landfill will receive 20,000 tons of non-hazardous, solid waste a day, approximately 90 percent of which would arrive by rail. The landfill as proposed covers approximately 2,262 acres at its maximum.

The Eagle Mountain Landfill Project incorporates world-class engineering into the project's design to safeguard the region's air and water quality. The facility meets or exceeds all local, state, county and federal regulations.

Mine Reclamation Corporation's corporate partners in the development of the Eagle Mountain Landfill include Kaiser Ventures Inc., the owner of the property proposed for landfill development and the majority shareholder in MRC; ITEL, a New York Stock Exchange, publicly-traded Fortune 500 company; and EDCO Disposal Corporation, specialists in waste disposal, material recovery facilities and curbside recycling.

Since 1991, more than 3,000 Inland Empire residents have toured the Eagle Mountain site to see for themselves. If you are interested in a tour, contact the project developer at 1-800-253-0597.▲

desert lands. One of the most significant aspects of the Eagle Mountain project is that it will create a new disposal option while allowing outdated, unlined, leaking landfills throughout Southern California to close.

The concept of delivering waste to landfills by rail has already been tested and proven in other communities. The Eagle Mountain proposal will replace a minimum of 800 trucks, reducing traffic on the region's roads and resulting in

EAGLE MOUNTAIN BENEFITS

- Allows unlined, leaking landfills to close
- Creates over 1,100 new jobs
- Creates a new revenue source for Riverside County
- Establishes a Trust Fund for habitat conservation and open space acquisition
- Contributes \$1 million to improve the existing air quality in the Coachella Valley
- Returns thousands of acres of desert tortoise habitat to public ownership
- Reduces local and regional truck traffic
- Reclaims an existing devastated site to nearly original contours
- Assists Southern California communities in reaching recycling goals
- Provides an environmentally superior alternative for long-term waste disposal



The Eagle Mountain Landfill Project in the remote desert of eastern Riverside County would reclaim an existing devastated site to nearly original contours.

SunGas Expands to Palm Springs Regional Airport

A new compressed natural gas refueling station opened to the public in early July at the Palm Springs Regional Airport, giving Coachella Valley residents and fleet owners access to the cleaner-burning fuel at two locations 24 hours a day.

The airport site is the first publicly accessible expansion station of SunLine, the budding compressed natural gas (CNG) refueling network spearheaded by the SunLine Transit Agency. The other public, natural gas refueling site in Coachella Valley is at SunLine's headquarters in Thousand Palms.

According to SunLine General Manager Richard Cromwell III, the SunGas strategy is to build a CNG network over the next five years, in hopes of sparking private investment once there are enough CNG vehicles on the road. All nine Coachella Valley cities and Riverside County are committed to start replacing and converting their fleet vehicles to the use of low emission fuels. SunLine officials also

hope that the improved availability of CNG fuel will lure private industries that have considered converting their heavy-duty vehicles to CNG use. The fuel brings the benefits of cost effectiveness and lower maintenance, said Cromwell.

The new Palm Springs refueling station was built by the partnership of SunLine and Palm Springs Regional Airport, which funded the site improvements. Also chipping in was the County of Riverside, which funded the CNG refueling equipment with Colmac Energy Corporation mitigation funds. SunLine administers \$250,000 each year of the Colmac funds, which are supposed to help pay for the incremental costs of low emission vehicles, refueling infrastructure, and training for the county and Coachella Valley municipal fleet vehicles.

In 1994, SunLine began delivering CNG fuel with its Tren-Fuels Mobile Delivery System, a 60-foot-long tanker truck with an on-board compressor. The Tren-Fuels unit normally draws fuel from the large

compressor station at SunLine's property in Thousand Palms, and then dispenses it directly into vehicles via manifolds.

SunGas at the Palm Springs airport is unique in that the Tren-Fuels unit dispenses the fuel into storage vessels, allowing the general public to drive up at any time and "pump" CNG into vehicles through a dispenser. When the storage vessels run low, the system at the airport automatically makes a phone call to dispatch the Tren-Fuels unit.

Compared with gasoline and diesel fuels, CNG costs 20 to 30 percent less per equivalent gallon to use, according to studies. However, a CNG compressor station is expensive (\$200,000 to \$1.5 million) to build. The SunGas refueling network cuts the cost dramatically via the mobile refueling system.

The SunGas delivery route traverses the Coachella Valley, from Desert Hot Springs to Cathedral City, Palm Desert and Indio. New sites are in the planning stages for Indian Wells and La Quinta.

The desert's first CNG refueling

station was built in Thousand Palms in 1993, through a partnership of the Southern California Gas Company, SunLine and the College of the Desert. It's the largest CNG station in Southern California.

SunGas is a division of the SunLine Services Group (SSG), formed to serve as an umbrella for entrepreneurial ventures that support the transit needs of the Coachella Valley. SSG is a joint powers authority "owned" by the nine cities of the Coachella Valley and Riverside County.

On July 5 at the new Palm Springs airport station's grand opening, guest speakers included Phil Bostley, chairman of the SunLine board of directors; Vern Keener, district manager for Southern California Gas Company; Jeanne Reller-Spurgin, Palm Springs councilwoman; and Mike Brill, chairman of the Palm Springs Regional Airport Commission.

The SunGas logo, appearing at the station and on the dispenser, was designed by Mark Palmer Design of Palm Desert.▲

SunLine Board Chairman Re-elected

Phil Bostley Jr., the mayor pro-tem of Indian Wells, was recently re-elected to his second term as chairman of the SunLine Transit Agency's board of directors.

The SunLine board has been the driving force behind acquisition of a new bus fleet in the agency's quest to convert to compressed natural gas (CNG). Besides Bostley, SunLine leaders recognized Indian Wells Councilman Dick Kelly and Riverside County Supervisor Patricia "Corky" Larson for spearheading SunLine's efforts toward use of compressed natural gas as its fuel of choice.

Kelly's vision and impetus got the ball rolling around three years ago, said Bostley, while Larson helped to expedite the installation of a compressing station for the buses.

Over the past year, Bostley himself has been at the forefront of what he termed the most successful fuel conversion by a public transit

agency in the nation. Prior to becoming board chairman, he was involved in procuring support equipment for the SunLine agency's CNG fuel use. A retired manufacturing executive, Bostley has lived in the Coachella Valley for nine years, serving on SunLine's board for the last three. Also presently, he sits on various committees of the Coachella Valley Associated Governments, the Riverside County Transportation Commission and the South Coast Air Quality Management District.

Other SunLine governing board members are Sara DiGrandi, Cathedral City councilwoman; Jerry F. Pisha, mayor of Desert Hot Springs; William Kleindienst, Palm Springs councilman; Richard S. Kelly, Palm Desert councilman; John Peha, mayor of La Quinta; Marcos S. Lopez, Indio councilman; Juan De Lara, Coachella mayor; and Riverside County Supervisor Roy Wilson.▲

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Inland Empire Office Vacancy Stays High at 20 Percent

More than 150,000 square feet of office space was filled in Riverside and San Bernardino counties during the second quarter of 1995, leaving the overall office vacancy rate still at a relatively-high 20.4 percent.

The office space leasing activity for April, May and June was calculated by the CB Commercial Real Estate Group, which noted that the occupancy rate was up 59 percent from net office activity in the year's first quarter. Compared with the second quarter of 1994, however, this year's second quarter rate reflected a 2 percent drop.

According to CB Commercial's most recent report, office tenancy in general was on the decline throughout the two-county region. Yet, new office tenants in western San Bernardino County helped to offset that trend, pushing the activity near to year-earlier levels.

The bulk of the newly-occupied office space was in Ontario, Rancho Cucamonga and Riverside, while modest net gains were reported for San Bernardino/Redlands, Rialto/Colton and Corona.

The conversion of former retail buildings in downtown Riverside into office space has added to the total Inland Empire office base, in turn increasing the vacancy rate. Also, TRW REDI Property Data is moving out of its 40,000-square-foot Riverside offices in August.

But Mike O'Brien, vice president of CB Commercial's Riverside office, predicted that the Inland Empire office vacancy rate will drop, beginning in the current quarter.

"Quite a few companies are in the market," O'Brien said.

By submarket, the office leasing activity charted for the second quarter, 1995 showed Ontario leading the pack in the Inland Empire with nearly 50,000 additional square footage being occupied. Submarkets in the region that posted drops in net office leasing activity included Chino (down 3,500 square feet), Fontana (down 2,000) and Moreno Valley/Perris (down 700).

Meanwhile, net industrial sales and leasing activity for the region was around 573,000 square feet, a drop of 28 percent from the first quarter and down about 13 percent from the second quarter of 1994.

The overall industrial vacancy rate was down for the seventh straight quarter—to 9 percent from 11 percent a year ago.

CB Commercial officials said the continued decrease in industrial activity resulted from the Inland Empire's dwindling supply of large-sized factories and warehouses. Industrial buildings with more than 200,000 square feet of available space are in particularly short supply.

"Few are building anything," observed Gary Blum, a CB Commercial vice president.

The most recent data compiled by the California "Construction Review" shows that non-residential building from January through May this year in Riverside/San Bernardino was up 39 percent, compared with the first five months of 1994. For the entire Southern California region, industrial building permit valuations were up 33 percent.

The "Construction Review," a monthly statistical service of the Construction Industry Research Board, reported as well that the total construction volume statewide for May was \$2.46 billion, down by 16.5 percent from April and down by a similar percentage from May, 1994.

"All sectors posted declines from both the prior and year-ago month," stated the report. "Heavy rains in January and March and subsequent flooding in many areas resulted in lower figures so far this year, particularly in single-family housing."

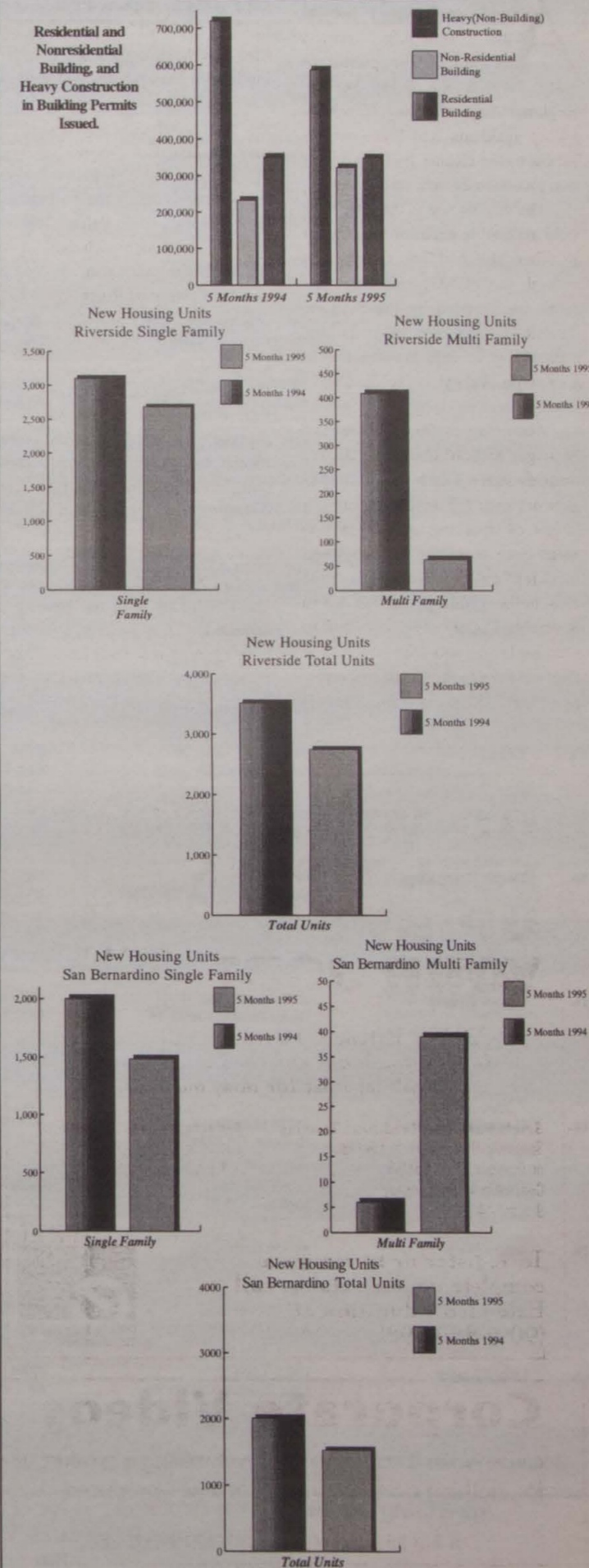
Compared with the first five months of 1994, single-family housing building permits issued in the first five months of 1995 were down by about 18 percent for the Inland Empire. Statewide, housing construction in May was down 3 percent from April, and down 10 percent from May, 1994.

The statewide residential housing construction forecast for all of 1995 was lowered to 97,000 units—virtually the same as 1994's 97,047 units. The forecast for 1996 is 133,000 total units, up 37 percent from 1995.

For non-residential building statewide, the 1996 forecast is for \$9.1 billion-worth, up 8 percent from 1995.

For heavy construction, consisting primarily of public works and utilities, the statewide forecast is for \$6.5 billion in 1995, down 13 percent from 1994. For 1996, the forecast is for \$5.9 billion, down 10 percent from 1995.▲

Year - To - Date Comparisons



CONTRACTOR'S HIT LIST

*** Contacts for Permit Approval ***

City	Address	Phone/Fax	Contact	Contact
1. Adelanto	11600 Air Base Rd. Adelanto, CA 92301	(619) 246-2325 FAX 246-3242	Patricia A. Chamberlin City Manager	Tom Farris Building Official
2. Apple Valley	20440 Hwy. 18, P.O. Box 429 Apple Valley, CA 92307	(619) 240-7000 FAX 247-3885	Bruce Williams Interim Town Manager	Buster Scholl Chief, Building & Safety
3. Banning	99 East Ramsey St. Banning, CA 92220	(909) 922-1220 FAX 922-0433	Raymond Schweitzer City Manager	Doug Ingmire Chief Building Official
4. Barstow	220 E. Mountain View Barstow, CA 92311	(619) 256-3531 FAX 256-1750	Jack Ratelle City Manager	Marlowe Kulsett Chief Building Official
5. Beaumont	550 E. 6th St. Drawer 158 Beaumont, CA 92223	(909) 845-1171 FAX 845-8483	Patrick A. Smith Interim City Manager	Kent Hall Building Inspector
6. Big Bear Lake	39707 Big Bear Blvd., P.O. Box 1000 Big Bear Lake, CA 92315	(909) 866-5831 FAX 866-6766	Michael Stewart Acting City Manager	Patrick Carroll Chief Building Official
7. Cathedral City	35-325 Date Palm Dr., Ste. 136 Cathedral City, CA 92234	(619) 770-0340 FAX 770-0398	Vernon G. Hazen City Manager	Travis Lund Chief Building Official
8. Chino	13220 Central Ave. Chino, CA 91710	(909) 591-9813 FAX 591-6829	Richard Rowe City Manager	Tom Wilson Chief Building Official
9. Chino Hills	2001 Grand Ave Chino Hills, CA 91709	(909) 590-1511 FAX 590-5646	Robert L. Van Nort City Manager	Bruce A. Coleman Community Dev. Director
10. Claremont	207 Harvard Ave. Claremont, CA 91711	(909) 399-5471 FAX 399-5492	Sharon Wood Dir. of Community Dev.	Duane Marx Building Official
11. Coachella	1515 6th St. Coachella, CA 92236	(619) 398-3002 FAX 398-5421	Bruce Daniels City Manager	Lou Pechan Chief Building Official
12. Colton	650 N. La Cadena Dr. Colton, CA 92324	(909) 370-5079 FAX 783-0875	David R. Zamora Dir. of Community Dev.	Rene Avila Deputy Building Official
13. Corona	815 W. 6th Corona, CA 91720	(909) 736-2262 FAX 279-3550	Bill Garrett City Manager	Keith Clark Chief Building Official
14. Desert Hot Springs	65950 Pierson Blvd. Desert Hot Springs, CA 92240	(619) 329-6411 FAX 251-3523	Robert Mack City Manager	Matthew Bumgardner Director of Public Works
15. Fontana	8353 Sierra Ave. Fontana, CA 92335	(909) 350-7640 FAX 350-7676	Gregory C. Devereaux City Manager	Dave Martinez Chief Building Official
16. Grand Terrace	22795 Barton Rd. Grand Terrace, CA 92324	(909) 824-6621 FAX 783-7629	Thomas Schwab City Manager	Virgil Barham Director, Bldg./Safety/Pblc. Wks.
17. Hemet	450 E. Latham Hemet, CA 92543	(909) 765-2475 FAX 765-2481	Joseph Guzzetta City Manager	Colin McNie Chief Building Official
18. Hesperia	15776 Main St., Hesperia, CA 92345	(619) 947-1300 FAX 947-1304	D. J. Collins Asst. City Manager	Tom Harp Chief Building Official
19. Highland	26985 Baseline Highland, CA 92346	(909) 864-8732 FAX 862-3180	Sam Racadio City Manager	Richard Shields Chief Building Official
20. Indian Wells	44-950 Eldorado Dr. Indian Wells, CA 92210	(619) 346-2489 FAX 346-0407	George Watts City Manager	Jim Johnson Senior Building Inspector
21. Indio	P.O. Drawer 1788 Indio, CA 92202	(619) 342-6500 FAX 342-6556	Allyn Waggle Interim City Manager	Derek Kleiman Chief Building Official
22. Lake Elsinore	130 S. Main St. Lake Elsinore, CA 92530	(909) 674-3124 FAX 674-2392	Ron Molendyk City Manager/Director R.D.A.	Larry Russell Bldg. Dept. Mgr.

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Advertising Deadline for the September Issue of the Inland Empire Business Journal is August 25th.
Space Reservation Deadline is August 21st.
For information call Roger Harvey at (909) 391-1015 ext. 26.

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City	Address	Phone/Fax	Contact	Contact
23. La Quinta	78495 Calle Tampico La Quinta, CA 92253	(619) 777-7012 FAX 777-7011	Tom Genovese City Manager	Tom Hartung Chief Building Official
24. Loma Linda	25541 Barton Rd. Loma Linda, CA 92354	(909) 799-2836 FAX 799-2891	Peter Hills Interim City Manager	Dan Smith Comm. Dev. Director
25. Montclair	5111 Benito St. Montclair, CA 91763	(909) 626-8571 FAX 621-1584	Rob Clark Community Dev. Director	Steve Griggs Chief Building Official
26. Moreno Valley	P.O. Box 88005 Moreno Valley, CA 92552-0805	(909) 243-3380 FAX 243-3390	Norman R. King City Manager	George Estrella Chief Building Official
27. Murrieta	26442 Beckman Ct. Murrieta, CA 92562	(909) 698-1040 FAX 698-4509	Stephen G. Harding City Manager	Dennis Blundell Building Official
28. Norco	2870 Clark Ave. Norco, CA 91760	(909) 735-3900 FAX 270-5622	George Lambert City Manager	Jim Thomas Building Official
29. Ontario	303 E. "B" St. Ontario, CA 91764	(909) 391-2546 FAX 391-2567	Michael E. O'Connor City Manager	Bryon Ely Development Director
30. Palm Desert	73-510 Fred Waring Dr. Palm Desert, CA 92260	(619) 346-0611 FAX 341-7098	Bruce Altman City Manager	Pat Conlon Chief Building Official
31. Palm Springs	P.O. Box 2743 Palm Springs, CA 92263	(619) 323-8242 FAX 323-3314	Robert C. Parkins City Manager	Gary Bitterman Chief Building Official
32. Perris	170-B Wilkerson Ave. Perris, CA 92570	(909) 943-5003 FAX 943-3293	Harvey M. Rose City Manager	Charles Ray Chief Building Official
33. Pomona	P.O. Box 660 Pomona, CA 91769-0660	(909) 620-2371 FAX 469-2082	Severo Esquivel City Administrator	Margaret Riley Chief Building Official
34. Rancho Cucamonga	P.O. Box 807 Rancho Cucamonga, CA 91729	(909) 989-1863 FAX 987-6499	Jack Lam City Manager	Bill Makshanoff Chief Building Official
35. Rancho Mirage	69825 Highway 111 Rancho Mirage, CA 92270	(619) 328-2266 FAX 324-8830	Patrick Pratt City Mgr./Redev. Director	Dick Turull Chief Building Official
36. Redlands	P.O. Box 3005 Redlands, CA 92373	(909) 798-7536 FAX 798-7670	Gary Luebbers City Manager	Nick Anderson Chief Building Official
37. Rialto	150 S. Palm Ave. Rialto, CA 92376	(909) 820-2505 FAX 820-2556	Gerald Johnson City Administrator	Myra Toles Chief Building Official
38. Riverside	3900 Main St. Riverside, CA 92522	(909) 782-5697 FAX 782-5622	John Holmes City Manager	Dan Chudy Chief Building Official
39. San Bernardino	300 North "D" St.-3rd Floor San Bernardino, CA 92418	(909) 384-5057 FAX 384-5155	Shauna Clark City Administrator	Joe Lease Bldg. Inspections Supervisor
40. San Jacinto	201 E. Main San Jacinto, CA 92583	(909) 487-7337 FAX 654-9896	Pamela Easter City Manager	Brian McNabb Director of Comm. Dev.
41. Temecula	43174 Business Park Dr. Temecula, CA 92591	(909) 694-6444 FAX 694-1999	Ron Bradley City Manager	Tony Elmo Chief Building Official
42. Twentynine Palms	6136 Adobe Rd., P.O. Box 995 Twentynine Palms, CA 92277	(619) 367-6799 FAX 367-4890	Jim Hart City Manager	William Gutgesell Comm. Dev. Dir.
43. Upland	P.O. Box 460 Upland, CA 91785	(909) 931-4110 FAX 931-4123	Gary Edwards Fire Chief	Matt Winters Building Inspector
44. Victorville	14343 Civic Dr. Victorville, CA 92392	(619) 955-5102 FAX 245-7243	Counter Technician or Plan Checker	George Worley Chief Building Official
45. Yucaipa	34272 Yucaipa Blvd. Yucaipa, CA 92399	(909) 797-2489 FAX 790-9143	John Tooker City Manager	Claude T. Stewart Chief Building Official

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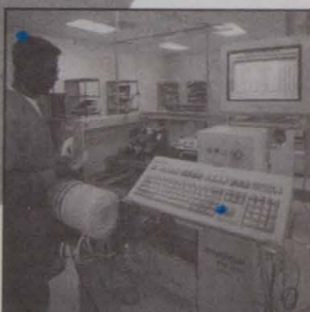
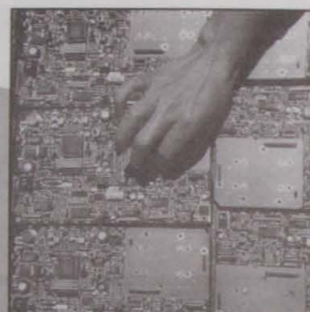
Hesperia is the business oasis in the high desert. We're an official red tape-free zone.

Here's what that means. Hesperia's development fees are lower than every other adjacent high desert community. The city has a new one-stop permitting center for development review. And our fast track planning permit processing means you get administrative approvals in as little as 21 days and in only 42 days for projects requiring public hearings.

The desert is full of surprises. In Hesperia, out of the congestion and out of the South Coast Air Quality Management District, small companies grow into big business.

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HESPERIA



OASIS FOR LIVING

- ▼ One of the high desert's largest cities—population 60,000
- ▼ High average annual household income of \$41,543
- ▼ Nice neighborhoods—73% owner-occupied
- ▼ Relaxed high country living

OASIS FOR BUSINESS

- ▼ Low development fees
- ▼ One stop, fast track permit processing
- ▼ Responsive, pro-business local government
- ▼ Extremely competitive lease rates and land prices
- ▼ Excellent transportation access and resources
- ▼ Skilled local work force eager to work closer to home
- ▼ Out of the South Coast AQMD

For information on business opportunities in Hesperia call Steve Dukett, Redevelopment Director at (619) 947-1200 or write us at 15776 Main Street, Hesperia, California 92345

HESPERIA WANTS YOUR BUSINESS!!



Hesperia's Vydac Separations Group has drawn on the city's skilled workforce to become a world-wide technological leader in the production of materials for high speed liquid chromatography.

Fees Reduced

To encourage commercial and industrial growth in Hesperia, for fiscal year 1995-96 the city has reduced Building/Fire Permit and Inspection fees by 25 percent for commercial projects and 40 percent for industrial projects. The City Council has recognized the importance of economic development and a viable commercial and industrial sector by also

reducing development impact fees as well as water facility fees (not including materials and labor) by 100 percent.

The net effect is an approximately 50 percent reduction in fees, making Hesperia's development fee costs lower than all of its immediately adjacent high desert communities.

**"... 50 PERCENT OFF SALE—
REDUCED PERMIT FEES.
Act Now. Limited Time Only ..."**

Quick Approvals

The city of Hesperia is anxious to help its businesses be successful. To this end, the city has enacted several measures to streamline the permit process:

- * Reduced processing time for planning approvals, to as few as 21 days for administrative approvals and 42 days for projects requiring a public hearing

- * Created a one-stop permitting center for all departments associated with development review.

- * Combined inspections for both Building & Safety and Fire Prevention Services.

- * Completed customer service train-

ing for all staff in contact with the public

- * Established a computerized project tracking system

Commitment to the Future

The City Council has prepared the way for a wide variety of infrastructure improvements by adopting a comprehensive capital improvement program, which during fiscal years 1994-95 and 1995-96 will include nearly \$36 million worth of street, water, sewer and drainage improvements. Special emphasis has been given to bringing infrastructure to industrial and commercial land.

"... The Hesperia Redevelopment Agency has a new business attraction program that provides customized financial incentives to businesses that provide new jobs, new assessed value or new sales tax revenues ..."

The city is a business-friendly, family-oriented community with a highly-skilled workforce and abundant high-quality, affordable housing. Hesperia is the nearest High



Hesperia has dream homes at dream prices. It's a community of homeowners. Almost three quarters of residents live in homes they own, a figure far above L.A. County averages.

Redevelopment Agency

Hesperia is committed to economic development. With more than 26,000 acres included within its three redevelopment areas, there are sites for almost every type of business. The Redevelopment Agency has embarked on a new business attraction/business retention program that provides customized financial incentives to businesses that provide new jobs, new assessed value and/or new sales tax revenues.

What's Hesperia?

The name "Hesperia" is of Greek origin and means "Land of the West," or more literally, "Star of the West." Incorporated in 1988, the city of Hesperia is a growing high desert community located 35 miles north of San Bernardino at the gateway to the Mojave Desert.

Desert city to the Inland Empire and the rest of Southern California via Interstate 15.

- * Features: 2,400 acres available, 500 acres developed for business

- * Best Fits: Corporate headquarters, distribution, back office, manufacturing and assembly

- * Population: 60,334 (1995)

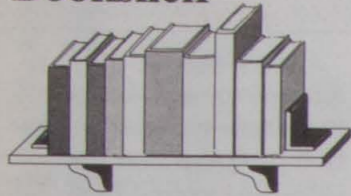
- * Elevation: 3,000 - 3,600 feet

Sounds Good! Who Do You Call?

For more information on business and development opportunities in Hesperia, contact:

Steve Dukett
Redevelopment Director
(619) 947-1200▲

Manager's Bookshelf



by Henry Holtzman

"Who's Got the Ball? (and Other Nagging Questions About Team Life)," by Maureen O'Brien; Jossey-Bass Publishers, San Francisco, CA.; 1995; 187 pages; \$22.00.

It's the time of year to look for the work of a relatively unknown author whose business book is offered by a smaller publishing firm—one that isn't based in New York. This time around, the search was worth the effort.

In case you're not a basketball fan, author Maureen O'Brien was a professional player and coach who toured with the Harlem Globetrotters. With the renewed preference of business for teamwork instead of hierarchical organizations, it's not surprising that a growing number of coaches are being sought as authors.

What sets this book apart? It is to the point, easy to read, and aimed primarily at company team members, not the team leaders or "coaches," as O'Brien calls them. O'Brien concisely relates how to make yourself and your business team more productive and successful. She suggests that the team's

Ex-player Turned Author Makes Sports/Business Analogy

mission statement be drafted by the team as a whole, not its head coach or senior company executives.

O'Brien also notes that the goals and tasks of a team determine how they play the game, and the appropriate style of coaching. Some business teams are analogous to baseball teams, she says, with the emphasis on the collective results of individual efforts. Among other teams, a common analogy is football, where a high degree of planning and choreography are necessary for individual players to execute within a structured framework. Where fast, flexible responses generally are part of the game, and the skills demanded of each member are virtually identical, O'Brien's appropriate analogy is basketball.

These analogies are more than just convenient handles, according to O'Brien, since the leadership styles of the coaches and the performance styles of the team members actually are affected.

If at times your own business team seems out of step, O'Brien recommends that you develop a positive attitude and keep trying to make it work. She notes that... "Teams have a life cycle, punctuated with four predictable stages of growth that are comparable to those of human development. [These stages are] forming, storming, norming and performing."

Forming is the organizational phase, in which the team determines its mission statement, goals and ground rules. The storming stage involves learning how to work together, and is frequently marked

by cliques and partisanship. In the norming stage, the team monitors its performance and its internal processes. Finally, the team is really performing when it realizes that it is accomplishing its goals and following its mission statement.

The job of the team coach is to make sure that the team eases through the first three elements of the cycle to arrive at the fourth filled with pride in its achievements.

One of the more interesting parts of O'Brien's book addresses senior management support of a team-based, organizational structure. To prevent a team from "getting stuck" on a project, O'Brien urges managers to follow a few basic ground rules themselves, such as "Teams need support and nurturing from senior management... Teams need stability. . . Teams need some power. . . Teams need time...

Teams need influential leaders."

O'Brien is quite outspoken about business people who mistake a business that is organized into teams as a "business without bosses." She comments, "It is ludicrous to assume that a team can succeed without a leader.... The leader plays a pivotal role during its forming stage.... as a coach during its storming stage. And throughout all stages, the team leader is very much the educator.

"Don't leave your teams in the lurch to try to figure teaming out for themselves. Give them the resources they need, the most important of which is a leader with clout."

Although the \$22.00 price tag may seem a bit steep for a book this brief, it's a great first stop for team members, their leaders, and their senior managers.▲

Bestselling Business Books

(Based on survey results received from retail bookstores throughout the U.S. for July, 1995)

1. "Discipline of Market Leaders," by Michael Treacy & Fred Wiersema (Addison-Wesley...\$25.00); How to focus on your market and gain a major market share.
2. "Empires of the Mind," by Denis Waitley (Morrow...\$23.00); Whatever you've learned about management is obsolete.
3. "Re-Engineering Management," by Rogert Champy (Harper Business...\$25.00); Guidelines for managers after re-engineering a company.
4. "The Warren Buffett Way: Investment Strategies of the World's Greatest Investor," by Robert Hagstrom (Wiley...\$24.95); Highlights of Buffett's career and investment techniques.
5. "Competing for the Future," by Gary Hamel and C.K. Prahalad (Harvard Business School Press...\$24.95); Making a difference to customers and employees.
6. "Built to Last," by James C. Collins (Harper...\$25.00); Why 18 major companies founded before 1926 are still with us.
7. "Beardstown Ladies Common-Sense Investment Guide," by Leslie Whitaker (Hyperion...\$19.95); How an investment club's performance beat the stock market's.
8. "First Things First," by Stephen R. Covey (Simon & Schuster...\$23.00); A results-oriented approach to time management.
9. "Jesus CEO: Using Ancient Wisdom for Visionary Leadership," by Laurie Beth Jones (Hyperion...\$16.95); How to use Jesus as a CEO role model.
10. "Everyone's a Coach: You Can Inspire Anyone to Be a Winner," by Don Shula and Ken Blanchard (Harper...\$22.00); How coaching transfers from football to business.▲

Good Advice to Small Businesses: Document Everything

Small business owners should take care to assure good relations with employees through documentation, according to Robert M. Donaldson, managing partner with Executive Career Services in Irvine.

By setting up a system of employee documentation, the employer can enhance the way the company functions and avoid lawsuits, said Donaldson. Without the right back-up information when he or she needs it, a small business owner can make mistakes with employees that can literally cost the company.

"Smaller companies aren't good about this," said Donaldson. "They say they don't have the time, but the way we use our time depends on what we value."

Kari Blackburn, a San Clemente attorney specializing in representing small employers, agreed that most small business owners won't document much, unless they are urged to do so.

"You need to protect yourself," advised Blackburn. "This has become a world of rules and objective evaluations."

The cost of documentation, Donaldson said, is generally small. More time than money is involved, he said.

Start Early in Hiring Process

Donaldson recommends that the job application and comments made during job interviews should always be on the basis that the job is "at-will" employment. That means the employee can quit or be terminated by the company at any time without cause.

Although it sounds harsh, the policy could avoid a lawsuit, said Donaldson. He pointed out that statements such as "you'll have a world of opportunity here" or "we seldom fire anyone" could lead to the business being hit with a wrongful termination suit down the road.

For the interviewer, it's a good idea to keep dated notes of what was said, added Donaldson. Also, the business owner should avoid compromising the at-will concept by agreeing to probationary periods for new hires.

Make Policies

To start, Donaldson advises having a mission statement on file that envisions the employment environment from the time of hiring through motivation to termination. All incentive and management programs should be based on the statement, he said. The policy helps to ensure

that everyone is treated equally.

Besides employment in general, company policies on other matters governing the business can prove beneficial. For example, policies might be drafted on retirement programs, benefits, affirmative action and absenteeism.

Some policies might seem obvious, but it's always a good idea to have them written down. For instance, some employers are surprised when they fire someone for not showing up at work, and then that person applies for and receives unemployment pay.

"You have to state the obvious, even that employees are expected to show up on time," said Blackburn.

Finally, gather all of the policies together into an employee handbook, and date each edition.

Develop a System to Solve Disputes

Donaldson recommends developing a system to resolve disputes, such as those between employee and immediate supervisor. A designated manager, such as a human resources specialist, can be designated to hear employee appeals. The three parties involved can then get together to review the issue before the boss makes the final decision.

Hold Annual Evaluations

By never telling an employee about weaknesses to overcome or skills to develop, the business runs the risk of legal action. Donaldson said businesses ought to develop a list of core duties to define success for each job.

Also, he advised that employer and employee should meet at least once a year to discuss how well the employee measures up to the list. Don't wait for the annual interview to bring up problems, however.

Leave a Paper Trail

"If you're going to have a (disciplinary) meeting with an employee, have a third party present, and then write down what was said, date it and put it on file, said Blackburn.

Donaldson added that although many small business owners hate paperwork, it's a good idea to document critical happenings—both good and bad—on employees.

Blackburn noted, "Small business owners want to run their companies like a family—until, that is, they hire an employee who has an entitlement mentality."▲

Two Spins on Marketing Strategy for Small Business

There are nearly as many strategic planning methods as there are agencies that purvey them. Here, advice on marketing the small business is offered by two entities from different worlds—the corporate major-leaguer Bozell Worldwide Inc. of Costa Mesa and independent consultant Shari Jensen of Anaheim Hills.

How to Develop an Advertising Strategy: An Agency's View

by Phil Salvanti
Bozell/Salvanti, Montgomery, Sakoda

So, where do marketers begin?

We suggest you dispose of the textbook and replace it with a clear and concise method for developing a strategy. All methodologies have a common goal: to determine the problem and figure out how to solve it. It's the way that one understands these points that makes the difference.

Once a methodology is set, it should be used consistently throughout development of the strategy. We employ a comprehensive, conceptually-simple approach—we define "The Crunch" and "The Breakthrough."

The Crunch is the obstacle blocking the client's market success, and can be solved through marketing communications. Once defined, we can work on positioning a product or service to overcome it.

Unlike The Crunch, The Breakthrough is never defined. Since it is consumer-focused, it is discovered. It's the combination of emotional and rational factors that create a consumer vulnerabil-

ity to a specific communications proposition.

The most important component in strategy development is understanding the consumer. This involves operating like a detective—finding and analyzing clues. The resulting information becomes a "knowledge" book, a living document that's the source for subsequent positioning and strategic work. The data provides both agency and client with a frame of reference when working on their advertising strategy.

The final puzzle piece is the creative strategy. Keeping the client's position in mind, the strategy should present the product/service while supporting its personality.

Remember, the creative strategy is not a script for a commercial, a positioning statement or a recouping of the product information and its problems. It's the way in which all advertising will be geared when imbedding the company's positioning in the consumer's mind.

Advertising is neither science nor art. Like any other business, it requires thoughtful planning. By defining The Crunch and discovering The Breakthrough, the company's positioning and the creative strategy will follow. The rest is up to the consumer.▲

Speaking Customers' Language Makes Marketing Dollars Work Overtime

by Shari Jensen
Independent Consultant, (714) 281-8148

Even in today's competitive marketplace, you don't need a Fortune 500 marketing budget to get results. A solid understanding of your customer and your company's unique strengths, coupled with the judicious use of state-of-the-art technology and outside consultants, can catapult your company's sales upward while making minimal impact on your bottom line.

The secret is to identify your customers needs and meet them—efficiently, economically and enthusiastically. Consistency, that is, hitting your target customers repeatedly with your key message, is another critical success factor. A marketing rule of thumb: it takes an average of at least three exposures for a customer to recognize and react positively to buy your message.

Some essential elements of successful marketing are:
Logo/name. Should accurately reflect who you are and what you do—and be used consistently on packaging,

products, correspondence, company buildings and vehicles. An expert graphic designer is needed to produce a professional, contemporary design.

Business correspondence. Well-written, timely correspondence reinforces your marketing message—emphasizing the specific benefits offered by your company—and offers opportunities to purchase more products and/or services. Answer customer inquiries within three business days.

Corporate brochures/sales literature. Focusing on customer benefits rather than corporate history encourages a positive reaction from the potential customer. Spotting satisfied customers with short stories or quotes gives concrete proof about how you've helped others to reach their goals. A six-panel brochure can be produced quickly and economically via desk-top publishing with the aid of outside design and copywriting professionals.

Advertising. Today's plethora of print and electronic media enables companies to reach niche markets with little wasted circulation. Succinct advertising tells the emotional and economic advantages of your product/service in the customers' language. Careful research can identify publications or programs that can reach your target audience at reasonable rates.▲

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Do You Have the Right Stuff to Become an Entrepreneur?

By Donald Ecker and Lysa Schulte
Ernst & Young LLP, Riverside

Entrepreneurs are a special breed. Some say that they have a rare attribute—they believe they must “kill or be killed” as modern-day hunters.

If you are an entrepreneur, or are wondering if you have what it takes to succeed, see if you can discover yourself in this list of questions created by Wilson Harrell, author of “For Entrepreneurs Only”:

* Are you results-oriented, and

constantly monitoring your environment?

* Are you able to throw yourself into the chase at a moment's notice?

* Are you flexible and ready to change your strategies quickly?

* Are you tireless and capable of sustained drives, but only when “hot on the trail?”

* Are you a visual/concrete thinker capable of seeing a tangible goal, even if no words exist for it?

* Are you independent, willing to take risks and face your fears?

* Are you bored by mundane tasks,

but enjoy new ideas and excitement?

* When there are decisions to be made, do you have no time for niceties?

If you found yourself answering “yes” a lot, you're probably ready to give it a go on your own. Remember, though, that research shows that half of all companies fail by the end of their first year, and only one in 10 makes it to the fourth year.

Roy Cammarano's book “Entrepreneurial Transitions” deals with common problems that entrepreneurs face. Cammarano outlines four

phases that entrepreneurs in general go through: Genius, Benevolent Dictator, Disassociated Director and Visionary Leader.

In the Genius phase, entrepreneurs are often seen as dreamers. They are able to draw people to their ideas like magnets and they're exhilarating as the apparent source of all knowledge about their particular venture. Many entrepreneurs fail in this vulnerable stage, however, since even a single bad decision can destroy the company.

As the Benevolent Dictator, entrepreneurs believe in themselves completely and like to control every aspect of the business. The Benevolent Dictator teaches everyone what to do. At this stage, though, many other players enter the picture, such as bankers, suppliers and customers.

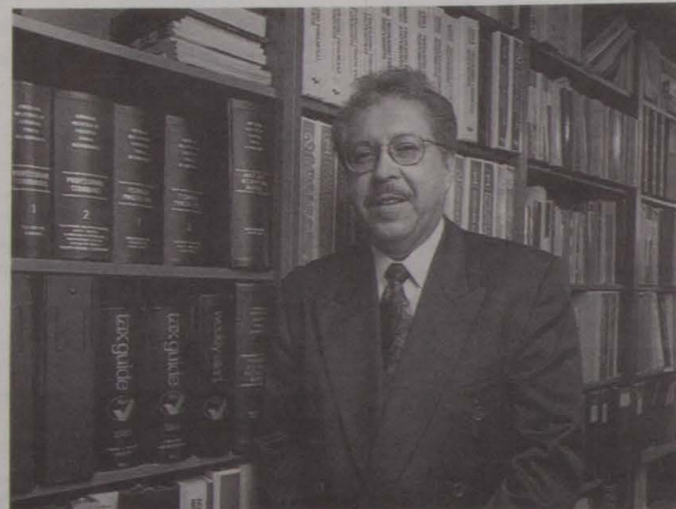
Author Harrell noted, “This is the time to appoint a board of directors. . . (to) make all policy decisions. . . Give your ego a rest.”

In the next stage as Disassociated Director, the entrepreneur becomes distrustful, realizing the organization doesn't want to be dependent on their leader for every decision. The potential for disaster is great. To survive, the company's decision-making process usually must change.

As the Visionary Leader, entrepreneurs show communication and collaboration skills. Both they and the company have finally proven successful.

Entrepreneurs are individuals who still seem to chase the American dream. To catch it, though, they should take care not to overlook the basics, such as the value of a business plan that clearly sets goals for company performance.▲

Donald Ecker is the area director of entrepreneurial services for Orange County, San Diego and the Inland Empire. Lysa Schulte is the Southern California area marketing manager. For a free copy of Ernst & Young's “Outline for a Business Plan,” call (714) 252-2516.



Gilbert Vasquez, Gilbert Vasquez & Company, Los Angeles, CA.

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Small Businesses Shop at International Market

by Derrick C. Schnebelt
National Association of Purchasing
Management

Buying goods and services internationally is no longer an option just for mega-corporations. Small businesses are tapping into the vast global market, too, as shown by a recent National Association of Purchasing Management survey of 420 purchasers in small business.

In the survey, 6 percent of respondents said they were purchasing goods and services from international sources. Of those companies, 54 percent purchased up to 5 percent of their goods and services from international sources, 12 percent purchased from 6 to 9 percent internationally, and 15 percent purchased from 10 to 15 percent. The businesses were buying primarily from sources in Germany, Canada, Japan, the United Kingdom and Taiwan.

What's motivating small businesses to venture across the border and overseas?

“In some cases, since there are no domestic sources that have what we require, it's a necessary part of our business to look elsewhere,” said Ron Koontz, scheduling manager with Advanced Input Devices in Coeur d'Alene, Ida. Other purchasers interviewed cited quality and competitive pricing as other important reasons to source internationally.

How to Search for the Source

The following tips can be a starting block to help your organization in outlining an international source-finding strategy:

1) Contact a government trade office/agency, or, if you know which country you want to work in, contact the consulate or an embassy trade office for that country within the U.S.

2) Research industry publications and brochures and search through fax and on-line services to find the different types of sources available in a particular industry and country.

3) Talk with brokers/importers to find out how they operate, the procedures they follow, information and/or paperwork needed to import, and types of products they import.

4) Talk with salespeople who work within the industry, or industry specialists; attend industry trade shows.

5) Talk with your own cus-

tomers.

6) Network with other purchasers that are buying from international sources.

Finding the Right International Source

Before looking for the right international source(s), Dick Locke, founder of the Global Procurement Group in San Francisco, first encourages purchasers to identify the most strategic item(s) to buy internationally. Locke also seeks to determine whether the quantity that the organization will be purchasing is enough to spark the interest of an international supplier. Locke said businesses should investigate to find the best supplier(s) through various resources and references, such as the ones listed above.

In addition to industry publications, Susan Scott, purchasing manager with Deknatel Inc. in Fall River, Mass., recommends contacting federal agencies such as the U.S. Department of Commerce and embassy trade offices and consulates. These agencies offer general, current information on country demographics, political climate, social and economic trends, market insights and rules and regulations on importing from those countries. Also, the trade offices and consulates can give information on suppliers, although they are prohibited from making any recommendations.

Once an international supplier is identified, Locke lists the next step as a thorough screening process. American purchasers should try to determine the size of the company, whether the company actually makes the product, and whether the company can respond appropriately to long-distance customers. U.S. business people should make it a point to visit the facilities and people of their key international sources before making any decision, said Locke, who admitted such traveling expenses could be a stumbling block for some small businesses.

Although some purchasers think that communicating with international suppliers is difficult, that usually is not the case. Communicating with international sources, for the most part, is no less difficult than communicating with representatives from domestic sources. Many international sources that deal directly with U.S. companies speak English, or have an interpreter. Remember, though, when working with interna-

tional sources, U.S. businesses should be sensitive to different cultures and business ethics.

Locke advises that a small business should look into having a customs broker—not to be confused with an import broker. The customs broker will handle all of the importing paperwork, and can save money for the importing company by finding the best customs classification for the required import duty.

If a small business can't send someone to meet face-to-face with international sources, does this mean the business must throw in the towel on finding international sources? Not necessarily. An alternative to working directly with international sources is dealing with import brokers. These intermediaries will purchase materials from various suppliers, and then sell the materials (with a mark-up) to U.S. companies.

The option is used frequently by smaller companies, or companies that don't purchase in extremely large quantities. Locke gives a word of caution, however, when working with import brokers. He noted that some won't be responsible for the quality or delivery problems that can occur. Locke pointed out that there is another type of broker, one posi-

tioned as a “buyer's agent.”

The difference between a buyer's agent and a regular import broker is that the buyer's agent works for you, the business owner. If any problems should arise, the buyer's agent pledges to contact the supplier and do whatever is necessary to correct the problem.

Many international sources reportedly are enhancing their profits by catering more to U.S. businesses.

“More and more international companies are opening their own U.S. offices,” observed Troy Barton, senior buyer with LifeScan Inc. in Milpitas. With domestic offices, international sources can offer better service and have closer communications with their U.S. customers. They also can make the purchase in U.S. currency, eliminating wire transfers and increased cost due to exchange-rate fluctuations.

For many U.S. small businesses used to floundering in the domestic market, new and competitive opportunities await in the international marketplace.▲

The National Association of Purchasing Management is based in Tempe, Ariz. For information, phone (800) 888-6276, ext. 401.

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Patent Law After GATT

by William H. Nieman
Knobbe, Martens, Olson & Bear,
Newport Beach

Last December, President Clinton signed the legislation for GATT—the General Agreement on Tariffs and Trade. GATT established the World Trade Organization (WTO) to set tariffs on a wide variety of goods and services, and to implement more uniform provisions to protect international trade interests.

One of the most controversial

aspects of GATT involves the expiration provisions of U.S. patent law. Under prior law, a patent was effective for 17 years from its date of issuance. GATT provides for a patent term of 20 years from the date a patent application is filed.

Although this change tends to put U.S. law on track with that of most foreign countries, another incentive was to prevent inventors from pursuing "submarine" patents. This practice consists of intentionally keeping a patent application pending for many

years in order to observe developing technologies. Once the new, vital technology has been adopted on a wide-spread basis, the patent is allowed to move forward.

Many inventors and inventor associations are fighting this change. They argue that it favors corporate inventors, who have more time and money, over the "little guy." These lobbyists are pressing Congress to give a patent owner the choice of the two patent terms—that is, either the 20 years from filing or the 17 years from issuance.

Another modification by GATT gives more favorable treatment to foreign inventors in establishing a date of invention. Such a date is important in situations termed "interferences," which involve two parties contending for a patent on the same invention. The party with the earliest invention date is entitled to the patent. Under prior law, applicants for U.S. patents were not entitled to cite inventive acts outside of the U.S. in establishing a date of invention. For a foreign interference party, that meant having to rely only on the filing date of the application and not on any activities outside of the U.S. such as design-work. Obviously, pre-GATT law provided an advantage for U.S. inventors over foreign inventors.

GATT eliminates that advantage by requiring that each WTO member country provide no less favorable treatment for foreigners than it gives to its own nationals. Consequently, under the GATT legislation, a patent application is allowed to set a date of invention by providing evidence of inventive activity that occurred in any WTO member country.

Another provision of GATT expands the rights of U.S. patent holders by broadening the definition of "infringing activity." Under prior law, a U.S. patent gave its owner the exclusive right to make, use or sell the patented product in the U.S., and to prevent the importation of a product produced using a method or process patented in the U.S. GATT adds to these rights by giving the patent owner the exclusive right to preclude others from offering for sale or importing a product covered by a U.S. patent.

Inclusion of importation as an infringing act could have far-reaching consequences for U.S. patent owners. Prior to GATT, a patent owner's remedies were only available in federal

Continued on page 45



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University of Phoenix Expands in Ontario

by Dianne Pusch
University of Phoenix, Southern California
campus

The University of Phoenix announces the opening of its new Ontario Learning Center on Aug. 14. The new facility, located off Interstate 10 at 337 N. Vineyard Ave., now offers evening business and nursing programs for working adults at a centralized Inland Empire location.

In Southern California, over 5,000 students are currently enrolled in various evening degree programs. Nationwide, the university ranks sixth in private colleges and universities with enrollments exceeding 25,000.

The university specializes in evening degree programs for busy, working adults. Professional business, management and nursing programs are available at five learning centers in the Southland.

Undergraduate programs include Business Administration, Management, Information Systems and Nursing. Graduate programs include Master of Business Administration, MBA/Technology

Management, Master of Arts in Organizational Management and a Master's in Nursing.

The choice to manage the new Ontario Learning Center is Jeanne Lochart, a Rancho Cucamonga resident and a familiar face in Inland Empire banking. She brings a strong background in corporate management and community leadership.

Most recently, Lochart served as vice president and manager at California State Bank. She's held similar positions at Independence Bank and Institutional Trust Services at Union Bank.

The University of Phoenix may be her new business, but Lochart considers community involvement her real love.

"I believe in giving to the community," she said, and her actions reflect that commitment. Over the last 12 years, Lochart has served in leadership positions at the Chaffey Community College Foundation, San Antonio Community Hospital Foundation and the Rancho Cucamonga Community Foundation.

Lochart has been honored by the city of Rancho Cucamonga, the Network of California Community

College Foundations, the San Bernardino Sun newspaper and the Inland Empire Business Journal.

Lochart plans for about 250 students to enroll in the new University of Phoenix Learning Center, which contains staff offices as well as classrooms.

"The staff of the new Ontario Learning Center is eager to offer top-quality services and resources to make the educational journey a valuable experience," said Lochart.

The University of Phoenix continues to experience unparalleled growth because it offers an attraction option for busy, working adults—flexibility. Students attend class just one evening a week from 6-10 p.m. for five to six weeks. Classes are small, allowing for close interaction between students and faculty. Instructors must possess a master's degree or higher, and all are working professionals recruited to teach in their specific area of expertise and bring real-world experience to the classroom.

While Ontario is the most recent Learning Center to open, the University of Phoenix operates learning centers in Fountain Valley, Van



Jeanne Lochart

Nuys, Diamond Bar and South Bay. New satellite Learning Centers are also planned for South Pasadena and La Mirada.▲

Founded in Phoenix, Ariz. in 1976, the university is accredited by the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools. For more information about degree programs or custom corporate training, call (800) 468-6768.

Why Graffiti Needs to Be Removed

by Carl Eisner

Need to pick up a relative up at the airport, take grandma out for a Sunday drive, get out of town for a relaxing weekend? What do you see along the way? Scrawled and ugly buses, defaced public benches, marked-up construction equipment.

The sight might even make you feel ashamed of where you live, or even scare your kids.

Graffiti is a national problem. From large cities across America to small towns, valuable property is being vandalized daily. Every second, in every town in America, graffiti is scrawled—including the defacing of beloved national monuments in Washington, D.C., a marred Yosemite, the Statue of Liberty.

Now comes Joe Connolly—a larger-than-life "graffiti guerrilla," recently profiled on "20/20" and in the *Los Angeles Times* and the subject of a newly released video soon to be aired on television. Directed by a veteran film-maker Mel Stuart, the new video is called "OFF THE WALL" (Mel Stuart Productions/1995).

Connolly, who received a Volunteer of the Year Award from the Los Angeles Police Department in 1994, has devoted himself to the safe eradication of graffiti. He has

developed his own incredibly successful graffiti-removal zone in a 24-square-mile area of Los Angeles.

In his 12-step graffiti-removal plan, Connolly shows how to remove spray paint from various kinds of surfaces. He explains what will probably happen if it's not removed—a scenario of degeneration, where people start shopping less at the stores with graffiti and perceive that criminals lurk behind the scofflaw signage. The community suffers in overt and hidden ways.

In fact, Connolly even believes that police don't respond as quickly

to areas with graffiti.

Connolly is careful to point out that graffiti is not art. "Art is something you get permission for," he says.

Still, Connolly is realistic, admitting that it's impossible to eradicate graffiti entirely. "We need to control the criminal and violent side of it, though" he said.

And that, to Connolly, means removing graffiti wherever it's seen, before undesirables creep in.

This video is aimed at those who are fed up, including business groups, Rotarians and residential and commercial property owners.

But the subtext of the tape involves more than just learning how to get rid of the scrawl. The deeper message is that one man can make a difference.▲

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Temporary Employment Agencies Keep Stepping Up



Gregg Hassler

The future has never looked brighter for temporary employment agencies, many of which have found success in the 1990s by beefing up their services to meet demands of client employers.

"Nowadays, employers often refer job-hunters at their door to come see us," noted Greg Hassler, who works out of Temecula as a regional sales director for AppleOne Employment Services. "In the old days, it was traditional for us to refer the job-seeker to the employer."

As some of the latest changes in the temporary employment services field, Hassler cited the placement agency's capability to provide drug screening, background checks, workers' compensation insurance coverage and medical benefits.

"We relieve the employer of many of

the past burdens," said Hassler. "Today, an employer can be free to spend the majority of time on actual business operations, instead of devoting the long hours needed to conduct a proper hiring process."

A growing number of Inland Empire companies are using employment services to fill their full-time positions, added Hassler. Under that system, the employment agency generally provides the full-time job candidate on a trial basis at first.

"It's a no-risk option for companies to find a perfect match for their vacant positions without compromising employee morale or paying unemployment compensation costs," said Hassler. "AppleOne remains fully accountable for our temporary associate until or unless the company decides to hire the individual full-time."

"Client companies want simplified relationships with their suppliers—they want a one-source contact that can service all their needs," concluded Hassler. "Apparently, that will continue to be the way of the employment industry in the future."

Since its founding in 1964, AppleOne has steadily expanded from its base in Los Angeles County into the principal metropolitan areas of California, Arizona, Nevada and Colorado. Each office has facilities for testing and training aimed to ensure that workers, when placed, will meet employer skill levels.▲

Risky Business

by John J. O'Brien

Small Business Development Center,
Riverside

As California business people, we know all too well the potential effects when a disaster strikes. To mitigate against unforeseen adversity, we carry insurance for the interruption of business. We also act to protect our trademarks, copyrights and patents.

As a rule, we know our assets pretty well. There is, however, an often overlooked asset that requires as much, or even more, protection against unforeseen circumstances. And, it's an asset that actually may be irreplaceable.

It's your business information. The premiums you pay for insurance coverage provide a means to recover lost material inventory. Insurance policies, for example, normally allow for replacing office equipment or having carpets cleaned. But what about the mountains of information processed daily on your computer?

Consider how your business would function without that marvelous collection of silicon, plastic

and solder resting on your desktop. What if you suddenly couldn't access client files? How would you be able to track accounts receivable, or follow up sales calls? Would you even be able to file your quarterly tax return?

If you answered, "I couldn't" to any of the queries, then consider this a wake-up call. Fortunately, you can usually protect your business information simply and cheaply with a few new procedures and a little new equipment.

First, install a back-up memory system, such as a tape drive, and adopt a regular policy to update the back-up memory. Store the back-up information off-site.

Be sure there's an un-interruptible power supply to your computer system, to protect from power surges that could damage files. When it detects a power problem, such a system is capable of cycling into a battery back-up mode and then "powering down" the attached computer safely.

For information on any issues affecting your small business, please call the Inland Empire Small Business Development Center at (909) 781-2345.▲

Managing-BECOMING AN EFFECTIVE MANAGER

by Rex C. Houze, president
Leadership Management, Inc.

Every manager's job is unique. Each depends on the basic need to work with, and through, other people. Those who work most effectively with and through other people produce the most outstanding results.

Managers in general are concerned about two types of results: personal success, and success of the organization. The manager's purpose is to achieve results through the activities of other people. When the manager succeeds, the organization benefits directly; and, when the organization reaches its goals, the manager shares in the rewards.

As a manager, you can multiply the effects of your own personal growth by inspiring and directing your people to undertake a personal development program. By leading your team members to gain new skills and to be more productive, you add unlimited power to the effectiveness of your organization.

A Developer of People

As a developer of people, a manager provides both formal and informal training. Topics for training may cover anything needed to make people more effective on the job—such as new technology in their field, new procedures to be instituted, specific skills, and personal development in attitudes and work habits.

For the manager, informal training of people may involve personally serving as a role model. Another example is the manager's use of one-on-one interactions to encourage, to reinforce progress and to offer coaching toward improvement.

To achieve more through the people in an organization, you as manager should strive to be a developer of those people. Rather than capital spending and automation, recognize them as the primary source of productivity. Treat your people with the concern they deserve as your most important and valuable asset. The rewards you reap will be well worth the efforts.

A Leader of People

A manager has a responsibility to give direction to the actions

of the people he or she guides. As the leader, you provide direction for the organization. You show people where to go, and help to chart the best course toward reaching that destination. Good leadership calls for gaining a commitment from those you lead so that they, like you, understand their part in the overall purpose of the organization. Leadership involves the ability to persuade, encourage and inspire people to take meaningful and productive actions. Powerful results flow from team members who follow their manager enthusiastically and are committed to effectiveness and success.

A Builder of a Team

An effective manager builds a diverse group of people into a smoothly functioning team. To help the people work as a winning team, the manager is the quarterback who calls the plays. Each team member, or player, fills a specific role. When each player successfully fulfills that assigned role, everything clicks and the goal is reached. It's up to the quarterback to see that each player receives the proper assignment, knows how to execute it, and is committed to the appropriate action. It's also the function of the manager to see that each team member is held accountable, and provides the feedback needed for continued success.

A Leadership Philosophy

Your effectiveness as a manager is enhanced tremendously when you adopt a leadership philosophy that calls for believing in people—their worth, their abilities, and their potential for growth. This philosophy forms a bedrock foundation for building sound relationships with your people—relationships that lead to personal growth and success for them, you, and the organization.▲

Rex Houze is the president of Leadership Management Inc. of Waco, Texas, one of the world's largest producers of executive, management and leadership development programs. He has more than 23 years of management experience. For more information on this topic, write: BECOMING AN EFFECTIVE MANAGER, Leadership Management, Inc., 4567 Lake Shore Drive, Waco, Texas 76710; or call 1-800/950-6085 for a free cassette tape "Six Strategies for Total Success."

Radio Advertising Can Work For Small Business

by
Dave Carson
KATY, 101.3 FM

"My budget is spent, and I just can't fit radio advertising into my small business plan..."

This is a familiar sounding objection to most radio account executives or marketing consultants, depending on what their business cards say. But why? Why is it the perception of small business owners that, "Radio advertising is either too expensive or too big for my small business plan?"

As I look back on my years in broadcast advertising sales and management, I tried to think, what is it that radio does to make the small business owner see us as something that we are not. Is it the feeling that radio was magic as we grew up, and we idolized those disk jockeys that played our favorite music?

Or is it, as we matured, that we noticed the largest and the most successful businesses used the air waves to tell us about their products or services? Therefore, we thought, radio advertising must be expensive.

Then, as if the tower fell over and my radio station went off the air, it hit me. Could it possibly be that these daring entrepreneurs had tried radio advertising in the past, and due to poor sales ethics of radio sales people, their initial radio advertising experience was unsuccessful?

When was the last time you invited a radio advertising professional into your business and felt like you were meeting with a knowledgeable, caring consultant? Or, was it more like you were spending time with a thief in the night? Possibly due to past experience, you had a preconceived notion that regardless of what this person said, they were just trying to get into your pocket. You know what I mean!

The salesperson that gets the order and for whatever reason, seems to vanish into the airwaves, never to be seen again.

Or, what about the salesperson that bends at every objection and sells whatever they can, not what is needed by the advertiser to be successful. Maybe the fault lies on both sides. The business person grinds the dollar amount to the point that the campaign will never work, and the radio representative accepts the order knowing it will never work.

In a perfect world, the sales appointment would go like this: the ad rep would seek out the needs and the goals of the small business, and the business owner would be interested in solutions and new ideas to achieve success—instead of merely how much it will cost. The ad rep would always present cost as a concern, and try to come up with solutions that were cost-effective.

This would produce a profitable campaign for the business—rather than the rep thinking, "How much money could I bury this business for to make my monthly goal?" The business owner would realize that advertising is an investment if it is to be effective, and only becomes a cost when it is not. The ad rep would educate the business on how to effectively invest in and use radio to complement the other media marketing methods already in place, and not boast that his medium was the most effective.

The perfect world would be two professionals working together to obtain profitable solutions for both the business and the ad rep.

So, maybe the reason the budget is spent and radio just doesn't fit, is that the educational process has stopped at both ends.

Then again, maybe it never started.▲

A Lasting Impression

by Lois Willett
Promotions in Motion, Rancho Cucamonga

As an entrepreneur, you know that you have to make the best of everything. Never has the importance of getting your name known to others been so important. To create a lasting impression, be sure that promotional products are a part of your marketing and advertising mix.

Promotional products can help to get your name and new logo in front of a specific market that you have identified. You might choose your promotional product based on the market targeted for distribution, what their likes and dislikes are, and the message or image that you want to convey. Promotional products will help to stretch your advertising dollar, since they are one of the advertising media that your customer will hang onto long after the initial impact.

Take, for example, one of the oldest promotional products

around—the custom wall calendar. Companies have put their names on calendars for years! Calendars and daily planners are one of the most-used items in the possession of your prospective customer. Second only to a clock, a calendar helps to plan your customer's day, and to schedule his or her free time, fun time and family outings.

A calendar will be in front of your customer 365 days a year, and will be referred to many times throughout the course of a day. To make your calendar advertising campaign invaluable, try personalizing calendars with the names of your best customers. It could bring a great return for a small expense.

If you are not sure how to best use promotional products such as custom calendars to give your company a jump-start on success, contact your promotional product sales representative to discover a low-cost, long-lasting form of marketing your business to prospective customers.▲

Professional Development: Staying on Top in a Changing World

A manager in 3M's Corona manufacturing plant recently headed back to school to further his education. But, Steve Van Voorhis, quality and customer service manager at 3M Corona, is not taking courses in English, history, biology or any of the usual general subjects taught at a university.

The particular courses that Van Voorhis is taking are intended specifically as professional development for people already working in business. They are taught through extended education divisions of universities throughout the Inland Empire.

Continuing professional development became a way of life for Van Voorhis when he began to move up through the ranks at 3M.

"Years ago, when I first became a supervisor, I took some courses to gain supervisory skills," he said. "Then, as computer technology became so important, I took a course to learn more about computers. Now that I've become the quality and customer service manager, I'm going back to school again."

"Technological advances have changed the way business is conducted in the public and private sector," added Susan Summers, director of extension programs at California State University, San Bernardino. "The need to compete domestically, globally and personally within the organization really drives the need to stay current in one's field and learn as much as possible to get ahead."

"We offer a variety of certificate programs, ranging from Computer for Business Professionals to Women in Management, in order to fill the needs of a changing business community."

It's important for those involved in small business to keep in mind that the marketplace is dynamic and changing constantly, advised Summers. "By continuing your education through university extension courses, you can stay current on the latest trends and technologies," she said.▲

For more information on extension programs at Cal State San Bernardino, call Susan Summers at (909) 880-5975.

A CORNER ON THE MARKET

by Martin K. Walker

This old saying often rings true in the marketing arena as companies overburden marketing professionals, leaving them with only one perspective—their own.

In small- to medium-sized companies, the vice president of sales and marketing is typically burdened with the responsibility of the company's entire marketing efforts. This could range from the creation and development of a marketing plan to the design and placement of trade ads and public relations efforts. In addition, the vice president must continue to meet with the biggest clients while remaining accountable for the newest sales figures every month.

Unfortunately, this poor soul's efforts are stretched so thin that all of his or her efforts are compromised. This is really no one per-

If Your Only Tool is a Hammer, Every Problem Looks Like a Nail

son's fault—things just seem naturally to happen this way. Often, companies cannot seem to justify hiring a full-time marketing professional, yet the need to have an outside sales person for larger clients seems to direct attention away from any substantial marketing efforts. To make things more difficult, this "lone" marketing person has only one point of view, limited resources, and, in many cases, little marketing experience.

A company has no need for an outside marketing or advertising agency unless it has limited internal marketing capability, or doesn't have adequate time. Either way, when a company realizes the need for external help, it is time to begin the search for a marketing agency.

All agencies are different. They have different capabilities, philosophies and costs. Create a starting point by writing down the areas where you need help. Beware of agencies that would find

pleasure in taking over every facet of your marketing program while charging a hefty monthly fee.

List specific tasks and goals you would like to reach over a certain time period. Decide on a monthly budget and be ready to commit. When contacting agencies, start with referrals. Ask someone in your business that you respect and who could refer a trustworthy company. If you are starting from scratch, select about three to five agencies to consider. Set the first appointment at your facility and during the meeting, try to be honest and consistent with each potential agency. Be sure to communicate exactly what you want, as well as what you don't want.

Ideally, the second meeting should be at the prospect's place of business. Take a good look around and ask a lot of questions. Does it look like their house is in order? How long have they been in business? Do they have other accounts like yours? Do they listen when

you talk? Use your gut feelings, as they are usually accurate.

When it comes time for the topic of dollars and cents, be sure you have a clear understanding of the charges or payments you will be issuing. Keep in mind, some of the best agencies can be found locally. In the past 10 years, the gap between the "Los Angeles and Orange County" agencies and the "Inland Empire" agencies has narrowed significantly.

Be flexible, but demanding of the agency. In a successful partnership, an outside agency can rocket your company far ahead of the competition and define you as an absolute industry leader. Keep in mind, an appropriate marketing plan is essential to maintaining a successful business and bringing awareness of your products and/or services to targeted markets.▲

Martin K. Walker is the director of account services at Stratus, a marketing and graphics firm based in Redlands.

Little Things Count

Dennis Johnson
Businessman and City Council Member,
Highland

Business owners often say that one of the most frustrating aspects of doing business in California is a feeling of being handcuffed by our state's regulations. California's so-called "anti-business" climate comes quite clear to any company that must invest extra resources to meet some overzealous state requirement.

While lawmakers have been addressing corporate issues such as tax credits and workers' comp with some success, there seems to be little effort to cut much of the red tape wrapped around small business. However, the business community may be making some headway.

Take, for example, the state code that forbid the use of CPVC plastic pipe for interior plumbing. California is the lone state in the nation that doesn't allow the use of CPVC pipe for delivering hot and cold water in the home.

Remember, in 1979 an environmental impact report found that the expanded use of plastic pipe in the home would create NO adverse

effects. Also, plastic pipe has been used for decades to deliver water to the home, but not in the home. California requires that the last few feet from door to faucet must be copper piping.

While this issue may seem trivial, consider what this unnecessary regulation does to the economy from a business perspective.

On average, CPVC plastic pipe is 20 to 40 percent less costly to install. Once installed, property owners save on energy costs, since plastic pipe doesn't lose heat in winter and cold in summer. The overall effect of mandating copper pipe is that homes and commercial buildings cost more to build and maintain here than they do in other states.

Assemblyman Joe Baca (D-62) recently was able to help negotiate a compromise to allow the use of plastic pipe in the home—ending 15 years of roadblocks in the path to legality.

Unions, businesses, lawmakers, consumers and environmentalists should continue to seek such compromises. Solving some of the key, small-business issues will go a long way toward relieving the daily frustration of operating in California.▲

Temporary Staffing, a Logical Alternative

by Drew Satariano
Staff Control Inc., Cerritos

As small business owners navigate through the complexities of conducting business in the 90s, a question consistently arises: As demand for my products and services increases, at what point do I increase my staff?

Or, the reverse question: At what point do I decrease my staff? As a small business owner, the decision to staff up or staff down dramatically affects the single most important expense that you will control—payroll.

The tendency during the go-go '80s was to add permanent staff. The economy was strong, demand for product and service was up. Production needed to meet demand. The decision was easy, since big staffs made sense. But, a big staff can mean big salaries, big benefits and higher payroll expense.

As do most trends, the boom of the lavish '80s evaporated. Entering the '90s, the reversal in the economic trend served as a wake-up call to those businesses emerging from the '80s with large staffs, large payrolls

and declining business. Not a good scenario.

Today, the prosperous and successful businesses have learned from their past mistakes. In the area of staffing, the philosophy "less is best" is re-shaping the modern-day workforce. Judging by the increase of temporary workers in the workforce, the staffing solution is obvious. Use a temporary staff when business is up, but don't use them when business is down. Sound easy? It is! Successful small business owners are availing themselves of the large selection of temporary staffing services spread throughout the Inland Empire. It makes good business sense to maintain a loyal, dedicated core of employees year-round, while supplementing with temporary staff during times of peak production and demand. This enables the small business owner to keep payroll expenses down, while keeping production and profit-producing activities going forward.

Don't hesitate to use temporary workers. Today's temporary is screened, well-groomed, motivated and ready to work for you.▲

Choosing Successor Can Be Tough on Entrepreneur

For many entrepreneurs, selecting a successor is even more difficult than choosing a spouse. They just hate to think about leaving the company they started.

According to Rod Burkley, a Torrance attorney who specializes in succession planning, his entrepreneur clients generally view the experience as comparable to a trip to the dentist.

"The last thing that most any entrepreneur wants to admit is that he or she is replaceable," said Burkley. "After all, they started the business from scratch, struggled through the tough, early years, and usually have spent more time keeping the business above water than they have with their families."

Eventually, though, most business owners reach a point where they'd like to free themselves from the day-to-day grind, noted Burkley. Although they may not be ready to walk away entirely, they recognize the need to find someone with energy and talent to keep things going, or perhaps take the business to the next level.

"The secret to finding a good replacement for yourself as a business owner is to look for someone with the skills and experience you lack," advised Burkley. "For

example, if you're best at the operations end, you may need someone more skilled in sales or marketing. If your strong suit is engineering, your ideal successor might have a background in finance or office management."

"A common denominator among successful entrepreneurs is a healthy ego," said Burkley. "Even for the business owner with a perfect successor in mind, it's difficult to believe that anyone can really take your place."

"For the typical owner of an American company seeking to grow, an ideal successor might be someone with a good international background," added Burkley. Many business experts today agree as well that an entrepreneur needs to ensure that his or her business will continue to grow.

"A common denominator among successful entrepreneurs is a healthy ego," said Burkley. "Even for the business owner with a perfect successor in mind, it's

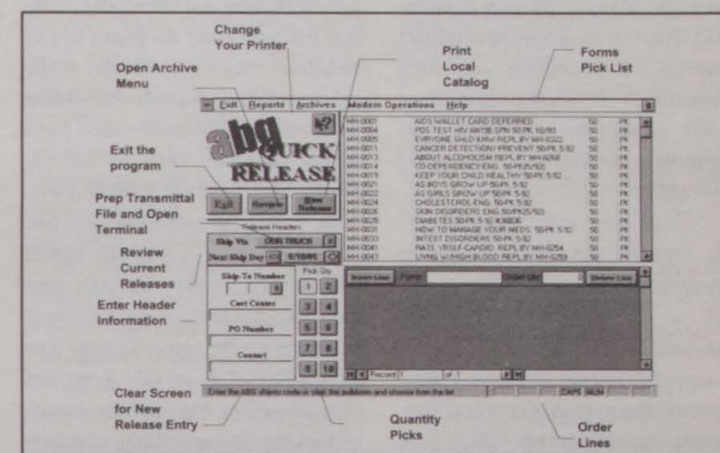
difficult to believe that anyone can really take your place."

For entrepreneurs beginning to feel the need to reduce or eliminate their everyday involvement in running the business, now is probably the right time to start succession planning, Burkley observed.

Burkley recommends that pu-

dent business owners meet with their attorneys, accountants, insurance agents and investment advisors to create a tax-saving succession plan. For more information and advice on building a succession program, contact Burkley at 21515 Hawthorne Blvd., Suite 450, Torrance, CA. 90503, or call (310) 540-8855.▲

What's New in Information Management? Print On Demand!



"Print on Demand" gives access to stacked documents in a catalog system.

by Philip G. Ford
Advanced Business Graphics, Mira
Loma

printer for a longer, medium color run.

To implement a Print on Demand program, first find a printing vendor with a management information system (MIS) and the manufacturing/distribution capabilities to support the program. The next step is to create an electronic requisition for all of the documents desired for offering as available on demand. The requisition should cover all information considered vital to business operations, and it should be compatible with a 486 PC.

Print on Demand enables users to access "stocked documents" in its catalog system for output. The system also can pass original "artwork" files, composed on PC or Mac systems, from customer site to printing vendor. Upon receiving the electronic request, the printing vendor "on demand" creates the product via digital imaging equipment.

Once in place, the program proves fast and cost-effective, keeping business inventories low and documents current. It's an exciting way to fill requests, particularly for firms with multiple locations or many printed products to distribute.▲

What is it? Simply put, Print on Demand is producing a variety of printed documents as needed via a computer link-up with a printing vendor. It encompasses a wide range of products, using today's latest technologies to produce documents on demand. Once ordered, the process allows products to be shipped out in a few days or sooner. Print on Demand uses a modem to send projects for imaging via a Xerox DocuTech high-speed laser printer, or a Xerox 4890 for variable highlight color. And, even full-color is possible—on a Majestik imager for short-run, digital color production or an Indigo digital

'Inland Empire Trade' Benefits via \$2.6 Million Grant

Through the Inland Empire Trade program, the region's small businesses stand to benefit from a recent \$2.6 million award from the U.S. Commerce Department's Economic Development Administration.

Secretary of Commerce Ron Brown delivered the money, which is aimed to promote international trade and exporting, to the Los Angeles Area Chamber of Commerce. The Chamber manages the Inland Empire Trade program, a new public-private partnership that includes the Inland Empire Economic Partnership and Small Business Development Center. Other partners are the World Trade Center Association branches of Orange County, Greater Los Angeles and the California Central Coast.

The new funding came via a fed-

eral program formed to provide economic development help to areas hit hard by defense industry cutbacks. The money is supposed to establish five service centers that will provide training, market research, export strategies and support services to export-ready small businesses, minority-owned businesses and companies new to international trade.

The Inland Empire Trade office is at 3281 E. Guasti Rd., Suite 100, in Ontario. Export-ready companies may call (909) 390-8071 for free consultation.

Inland Empire Trade also is helping to develop TradeNet, to be a computerized, on-line service providing market research and trade leads in foreign markets. TradeNet also promises to supply information on Inland Empire products, services and companies to foreign buyers.▲

ENTREPRENEUR'S CORNER

by Peta G. Penson

Managing

It's common for fresh college graduates, when they first hit the job market, to rehearse and then actually ask their new bosses only about salary, not the total company compensation package. Many of these job shoppers don't show even the slightest concern for receiving any such "benefits." It seems that they don't expect to get sick, and retirement certainly is a very long way off.

At any rate, bonuses are not something you normally become familiar with while working in the university library or cafeteria.

Of course, it doesn't take much seasoning in the workplace before an employee recognizes that there's more to be gained from a job than just a regular paycheck. In fact, many highly talent-

ed workers, who may receive job offers from several prospective employers, become savvy in analyzing and comparing the values of competing compensation packages.

Good managers know they need to attract the "best and the brightest" if their companies are going to stay competitive in the increasingly fierce marketplace. Still, can Corporate America afford to keep mechanically tacking features onto its plush list of benefits, many of which, while purchased, go unused? According to recent studies, companies commonly spend an extra 25 percent above and beyond payroll for a wide variety of employee benefits.

Is there a way to attract and reward employees who produce well for the company without bankrupting the organization? The annual meeting of the American Compensation Association recently tackled that question, concluding that many of last year's predictions regarding compensation are already coming true.

Routine Merit Increases Are Dead

Based on current business trends, the association reinforced a prediction on "progressive pay"—that such pay will only be collected by those who keep their skills tied to the most pressing needs of the organization. Furthermore, the best compensation packages will be limited to "gold collar" workers, that is, the employees who solve problems, add to profitability and require little or no supervision.

Two-Part Compensation System

Under the progressive system, a base figure is set for general "compliance" to expected job performance. At present, this figure on average comprises about 60 percent of an employee's total compensation, and is fairly easy to document and calculate. If the worker performs reliably, the pay automatically moves to the next level at specified intervals. Management's role is minimal, since the computer can handle this function.

The rest of salary compensation is then tied to specific goals and milestones achieved by either the individual or small teams. The timing for pay-out of this part of the package is irregular. It depends on each employee's tasks and objectives, according to metrics agreed-upon by both the manager and the worker.

Customized Benefits Packages Become the Standard

While there now are only a half dozen or so variations, soon there will be as many different packages as there are workers.

As a likely goal of compensation programs in the future, American Compensation Association President Alan Ritchie predicted that companies will create incentive plans that reward employees for solving a business problem. Ritchie advised that managers should inspire employees to behave like business partners, not like children of the

corporate parent who get an allowance no matter how well they do their chores. Ritchie said companies should design comp and benefit plans that reflect the actual contribution of the worker to the bottom line.

Already there are lots of new models for compensation being tested in large and small businesses. Some work, and some don't. What the winners seem to have in common, however, is the spirit of "participative gain sharing," in which employees personally benefit when the organization achieves growth and success. Bonuses are tied to specific goals on the income and balance sheet. Each goal has several pay-out levels, with incremental improvements that yield bigger bonuses.

Of course, this compensation scheme requires that all employees know exactly what it takes for the business to achieve success, and precisely what their individual roles are in executing activities toward that end. Not every worker will be able, or want, to embrace this sort of a system right away. Those who can are worth their weight in gold.

In a cartoon spotted recently on an executive office's bulletin board, a CEO declares "Our policy is to employ only the best technical professionals." A manager then asks, "Isn't it also our policy to base salaries on the industry average?"

In the last frame, the CEO responds, "Right. We like them bright, but clueless."

The number of bright, but clueless, employees gets smaller every day. Managers who count on the innocence of workers to get them through the changing compensation quagmire are avoiding reality. They're also missing a chance to lead their workforce to a higher level of autonomy and effectiveness.▲

Peta G. Penson, Ed.D., is a principal with CDI Co-Development International, a global management consulting firm that helps corporations with strategic planning and complex business issues. She can be reached at the firm's Silicon Valley office, (408) 366-0466.

Winning Government Contracts: Six Actions That Will Improve Your Odds

by Jay B. Winderman

Nothing can be more exciting for a small business than selling a product or service to the government. And, nothing can be more demoralizing than losing to the competition after an exhausting proposal-preparation exercise.

If you aren't winning more than half of the contracts you pursue, something's wrong.

It's important to avoid confusing the proposal process with the proposal itself. The document is the final step. The process starts much earlier, with a marketing campaign.

The proposal process has two main objectives: to persuade your potential customer that you are the best-qualified, and to make the potential customer confident that he or she can work comfortably with you. The following actions can provide a competitive advantage.

1. Target Your Programs. Pursuing every interesting program is an inefficient way to

acquire new business. The proposal process can be expensive, and it's time consuming. The only good reason to pursue a program when there is little chance of winning is to show the program sponsor what you can do the next time around.

2. Meet the Sponsor Early. You should visit a sponsor as soon as possible after they express an interest in initiating a program. After the Request For Proposals (RFP) has been released, your contact is likely to be limited to business matters. At the first meeting, then, try to develop a personal relationship, learning about his or her needs and showing your ability to help.

3. Perform Critical Assessments. Once you have targeted a program and met its sponsor, you need to decide whether the proposed program is really for you. Answer such questions as: Is the program real, or is it just an intelligence-gathering exercise? Has it been

formulated, or is there time to help mold it? Is it a set-aside for a specialized group? How many awards will there be? Are you already investing in the same or similar business or development task? Can you perform the work within the required time frame and for the available funds? Who are likely to be your competitors, and what are their probable approaches?

4. Make Your Proposal Easy to Follow. Write your proposal in plain English. The reviewers are likely to have diverse backgrounds. Although most will share your expertise, some might not even be familiar with the proposed program. If you lose or bore them, you will lose yourself.

5. Offer What the Sponsor Wants. You might be able to deduce a sponsor's hidden needs. The time to persuade, however, is at your first or second meeting, not in your proposal. Tread lightly, however. If the sponsor doesn't agree with your suggestions, you

have only two options: offer what's desired, or don't bid.

6. Keep Within the Sponsor's Budget. You often can learn how much the sponsor has to spend. If the sponsor's coy about divulging the budget, you can deduce it by learning the level of effort envisioned, and then converting those hours into dollars at your rates. Subtract an amount for his own program management, and divide the net funding by the number of awards. The result tells you about how much to bid.

A Last Word: Treat the program's sponsor as a partner, not a customer. Go beyond the call of duty, even if it costs you a little. Give free advice. Provide easy-to-find information. Do small favors. Remember! You want the sponsor on your side—now as well as the next time.▲

Jay B. Winderman of Claremont helps companies to acquire new business through the proposal process, and also works as a free-lance copy editor and writer. Contact him at (909) 624-9985.

Tax Planning: It's Never Too Soon

by Patricia L. Gilbreath

Eadie & Payne, Certified Public Accountants, Redlands

The end of the year always seems to come too soon, especially where taxes and business planning are concerned. With professional help and a little of your own preparation, though, you can exit the old and enter the new happily—even saving money in the process.

Following are some basic guidelines on annual tax and economic issues, relative to reducing income taxes and increasing benefits for the business owner.

Start by reviewing the type of entity under which you currently operate the business, making sure that the structure is appropriate. Remember, California has adopted "Limited Liability Company" provisions, which allow companies much more flexibility than the standard "C" corporation structure.

Also, check your inventory list to determine whether any property or equipment needs replacing. Will you need new technology to keep

pace with competitors or to maintain quality of products or services? Should you find acquisitions are necessary, their timing could be very important. For example, buying \$250,000 in equipment in one year generally allows zero deductions under IRC Sec. 179. Yet, the same purchases spread over two years might allow a \$35,000 write-off under the same taxation code.

Review your company retirement plans to see if any technical amendments were adopted, and to ensure changes required by the Tax Reform Act of 1993.

Re-evaluate your costs to provide any health insurance to employees. Adopting a Sec. 125 "Cafeteria Plan" could offset those costs, and also reduce some ill effects of taxation on employees.

Finally, remember that authorities are still mulling a possible capital gains tax adjustment. To take advantage of the most beneficial capital gains tax rates, the selling of any property at a gain should be carefully planned—including the timely use of installment reporting or a tax-deferred exchange.▲

Developing the Print Relationship

by Vicki James

The Ink Spot, Ontario

Today's economy has forced budget-conscious companies to do more with less personnel. That's why, now more than ever, smart managers are developing better relationships with their print suppliers.

Whether you have one supplier for all of your print needs or select printers based on the job at hand, becoming comfortable with a printing sales representative allows using that company's services to the fullest extent.

An Extension of Your Staff

Developing a good business relationship with a printer can be like adding a person to your own staff, and at no extra cost. A printer can suggest a good advertising agency, give design ideas based on projects that other companies have produced, and provide samples of special techniques.

As for sales reps, they'll usually do all sorts of leg-work for you, giving you more time to perform the tasks specific to your own company's needs. Don't hesitate to call, since sales reps love to hear from business people.

Build Honesty

Building a rapport with your printer also promotes honesty. Sales people become more accountable when they know that promises made are a reflection on them personally. The trust that is instilled when the print relationship is fostered simply makes doing business more pleasurable.

Ensures Consistency

A well-developed business relationship with a printer ensures a better product.

When you run a few jobs at the same printer, that printer becomes familiar with what you prefer aesthetically. Press operators are more

likely to know how you want your ink coverage, if the color of your logo came out on target, and the best ways to control product consistency from piece to piece.

Also, purchasing and shipping policies are better maintained, and troubleshooting is enhanced at another level of your project.

Add Value

A good business owner-printer relationship adds value to the end result in various ways.

For example, call your print rep before designing a project. You can discuss deadlines and budgets ahead of time, and sound out the printer on the right types of stock, quantity and pricing for this particular order. If you have a tighter-than-usual budget this time, manufacturers are more likely to give a little when they know you will return with more orders.▲

The Ink Spot specializes in fine commercial printing and offers color scanning and complete electronic pre-press capabilities. For information, call (800) 788-7768.

Continued from page 38

court after the imported products were actually used or sold. Because the mere importation of products itself can now constitute an infringement, importation of infringing products presumably can be stopped at the port of entry. Further, while no regulations have yet been issued, it is possible that the U.S. Commerce Department may allow a patent owner to police the importation of infringing products simply by registering his or her patent with the customs authorities. Such a procedure is already available for copyrights and trademarks.

In summary, the implementing legislation for GAITT has brought U.S. law on intellectual property into better harmony with the laws of most other countries, and provides new rights that could have far-reaching effects.▲

William H. Nieman is a partner in the Newport Beach office of Knobbe, Martens, Olson & Bear, a law firm specializing in intellectual property law, including aspects of patents, trademarks, copyrights, trade secrets, trade dress, unfair competition and related litigation.

Strategic Planning: CPA Firms Can Help

by Patricia L. Gilbreath
Eadie and Payne Certified Public
Accountants, Redlands

Business owners have struggled forever to prepare and/or to understand financial statements. Financial data is critical as a basis for making major decisions which could impact the very survival of a business. Further, business owners may not have adequately trained their accounting staff to prepare or help them to analyze the right financial data.

On the bright side, companies need not increase their costs by expanding staff to fill such a void. The careful selection of a firm of certified public accountants is an important step that often determines the outcome of a business venture.

Entrepreneurs are faced every day with an endless list of business decisions, such as: 1) What structure is best for the enterprise—proprietorship, corporation, partnership,

or limited liability company?

2) What is the right amount of inventory?

3) Which inventory items are selling?

4) How much profit is generated from each product line?

5) How will additional equipment purchases affect sales volume or service delivery, and how do I go about selecting the appropriate computer software and hardware?

6) How much working capital will be needed to carry my business?

7) What is the "real" cost of working capital, and what is the rate of return on investment?

8) What is the most appropriate staffing level?

9) What are the economic and income tax implications of every business decision?

10) Should I acquire property, or lease?

The right answers to these questions could mean survival and profit, the wrong ones losses and failure.

If you do not want to expand your business' accounting staff, a good CPA firm can provide "controllership" support functions. Most entrepreneurs have great ideas to make their businesses successful. They can rely on the financial expertise of their CPA to assist them in turning these ideas into profit.

There is an 85 percent failure rate on new businesses during the first year of operation. Securing the services of a CPA firm will help to avoid pitfalls. A general lack of accurate, up-to-date financial information is a major reason that many new businesses fail. And, when a

business is failing, owners often tend to want to increase sales volume when a better decision is to reduce costs or change their product mix.

In most instances, Eadie and Payne believes that it is the CPA's responsibility to train clients to allow them to be as independent from their CPA as possible. The education process should take place from the minute the business owner selects an accounting firm.

For the owner, every single, critical decision should be an educated decision relative to the future consequences for the business.▲

Small Business Is Really Big Business



Kenneth Huff

by Kenneth Huff
Vice President, The Bank of California

There's a misconception about the significance of small businesses in this country. People tend to think they're a small part of the economy, but they couldn't be more wrong. Small business is actually very BIG business.

According to a "Dun and Bradstreet" report, 95 percent of all businesses in the U.S. generate less than \$5 million in annual revenue, and, of that 95 percent, 85 percent have annual sales under \$1 million. With the ranks of small businesses—and their need for bank financing—growing, my bank saw the need for a customized program to help meet their needs. Specifically, The Bank of California opted to focus on lending to minority and women-owned companies.

We held a series of roundtable forums to explore problems that small business owners encounter in dealing with banks. Business owners

indicated a need for guidance in the borrowing process and the paperwork required. They also urged lenders to look beyond the numbers in evaluating an application—not to rely only on formula guidelines.

Small businesses often have a hard time qualifying for conventional loans, which generally require strength in three areas: primary repayment source (cash flow from operations); secondary sources, such as fixed assets, equipment and inventory; and the owner's personal assets.

Our Urban Enterprise Banking™ program is designed to focus most heavily on the business cash flow. We also consider historical and current profitability and management's experience.

All credit applicants should realize the importance of candor in the application process. Overstate assets or omit something negative, and a banker will likely begin questioning everything.

Owners must also have a thorough understanding of every aspect of their business, especially regarding factors related to its financial performance. Having a good accountant to assist is always helpful. Often, a banker can provide referrals to local accountants and attorneys, or we can direct applicants to small business development agencies that can assist in everything from creating a business plan to advising on human resource matters. If you need help, you just have to ask.▲

EXECUTIVE TIME OUT

by David W. Cohen
Photography by Dorene R. Cohen

As a 141-square-mile Hawaiian island west of Maui, Lanai is primarily used to conjure up thoughts of pineapples and gorgeous sunset views from the western shores.

But then, along came the 1990s, and the openings of The Lodge at Koele and the Manele Bay Hotel. Today, Lanai is an attractive destination point for even the well-traveled individual who hungers for the best the islands have to offer.

In fact, The Lodge and the Manele Bay were respectively voted the #1 and #4 tropical resorts in the world in a recent *Condé Nast Traveler* readers poll—high kudos for two such splendidly-intimate resorts that have been open for such a short time.

Given that they are sister hotels, all facilities in both are available to guests staying at either resort. On a regular basis, a courtesy shuttle runs between the cooler highlands of The Lodge to the beach location of Manele Bay.

The Lodge

Reminiscent of an English manor, The Lodge's centerpiece is its "Great Hall," with exquisite, high-beam ceilings and two massive stone fireplaces. Rare artifacts, particularly Oriental pieces, grace the room, and abundant, comfortable seating extends to nearly every nook and cranny. The carpets, woven in Thailand, incorporate more than 70 different colors. Adjacent to this activity center is a music room, where daily afternoon high tea is served free-of-charge from 3 to 5 p.m.

The library at The Lodge offers a quiet respite from the world, and a chance to recline in some of the most comfortable chairs I've ever encountered. Perhaps the only missing piece to the picture is the blowing of a bugle to signal the start of a tra-

ditional fox hunt. On the island of Lanai, Axis deer—which outnumber the human population—might have to serve as substitutes for the foxes. For the tourist, a far more convenient alternative is to head for either the Terrace or the formal dining room at The Lodge, where venison sausage and medallions frequently grace the menu. The deer are provided by Lanai's game management service. The hotels do raise their own hogs, grow their own papaya, pineapples and bananas, and otherwise serve primarily local produce.

Food, Entertainment Fit for a King

For The Lodge's main dining room, Chef Edwin Goto offers up such creations as Lanai venison carpaccio with grain mustard and shaved Parmigiano Reggiano; roast corn and smoked salmon chowder with tomatillos; and grilled T-bone steak with smoked ham mashed Molokai sweet potatoes in a horseradish sauce.

A "Visiting Artist" series, brainchild of resort General Manager Kurt Matsumoto, brings in some of the world's top chefs, musicians and literary lights to both hotels at no extra charge to guests. Slated to appear are Chef Bobby Flay of Manhattan's Mesa Grill over Oct. 14-15, and restaurateur Drew Newport, Nov. 4-5. On our own visit, we were able to enjoy the musical magic of pianist Andre Watts—from our seats just 10 feet away from his keyboard!

The grounds at The Lodge are absolutely spectacular, with both American and British croquet courts, lawn bowling and an 18-hole executive putting course. Golfers should take heed of a perverse downhill dog-leg to the right, bordered by water. Behind the hotel, the landscape gives way to manicured lawns, rock gardens, fruit trees, secluded gazebos and an English conservatory where

The Lodge at Koele and Manele Bay



Hawaiian Gardens at Manele Bay Hotel.

some of the island's most beautiful orchids are grown. Sitting there under the towering eucalyptus trees and gazing out at a reflecting pool, one can almost envision Thoreau happening upon Walden Pond for the very first time.

With its own Greg Norman-designed "Experience at Koele" golf course, riding stables and horse-drawn carriage rides, The Lodge at Koele offers awesome beauty, serenity and sophisticated ambiance capable of captivating even the most discriminating travelers.

Manele Bay

Meanwhile over at Manele Bay, the hotel overlooks a gorgeous beach at Hulopo'e and conjures up images of a first-class Mediterranean villa.

Decorated in Koa and red wood, the hotel's furnishings reflect the cultural melting pot of Asian influences that is so much a part of Hawaii. Manele Bay also has beautiful multi-level gardens reflecting Chinese, Japanese, and Hawaiian designs, with footbridges and numerous waterfalls. A scant quarter-mile stroll from the hotel pool is the strikingly-white, sandy beach with fascinating tide pools. Water sports abound here, and the state-of-the-art catamaran "Trilogy 111" offers half-day snorkeling/scuba dive cruises that include breakfast and lunch.

A Pilioloha activities program teaches children about island traditions, dances, and arts and crafts, while giving parents some time to be by themselves. Both daytime and evening children's programs are available. The Manele Bay hotel also has its own tennis complex and a game room with pool table.

Gourmet Fare Complements Nicklaus Golf Course

Under Executive Chef Phillippe Padouani, the Hulopo'e Court restaurant offers contemporary

Hawaiian regional cuisine, while the Ihilani presents gourmet French fare with an island flavor. For absolute purists, a "keiki" 3-course gourmet menu does not list (blessedly, in my opinion) any burgers, fries or pizza.

Chef Phillippe's multi-course degustation menus can remind you of the fare served in some of the great French restaurants. Some of his masterful creations at the Ihilani are the roasted squab, onion marmalade, potato puree and duck liver; pan-fried venison, sweet potato puree, salsify and pickled ginger plum sauce; and a number of spectacular chocolate items made from Kona cocoa beans. Comparable to the Venezuelan and Costa Rican varieties, this vintage chocolate rivals French Vairhona for being smooth and rich in flavor.

While at Manele Bay, golfing aficionados will likely want to try the "Challenge at Manele," a Jack Nicklaus-designed course with spectacular 12th and 17th over-water holes. At both resort hotels, guest packages are available that include golf and the popular "4X4 Fun +2," romance and tennis opportunities. Call 1-800-321-4666 for information.

Other Notable Features of Lanai

Also notable about Lanai is a 45-minute ferry service that runs five times daily from the city of Lahaina to Maui and back, and the passenger flights on Hawaiian and Aloha Island airlines out of Oahu. As a sanctuary for spinner dolphins, Lanai's waters rank worldwide as a top deep-sea diving venue. Still more tourist attractions are Shipwreck Beach, the Garden of the Gods and the dunes at Polihua.

A four-wheel drive vehicle allows access to nearly all of Lanai's major sights in a day. For those who would rather hike, the Munro Trail traverses the island's spine to reveal spectacular views of Maui and Molokai.▲



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Small Business Guide

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Restaurant

Restaurant Row

Raffaello Ristorante: Deliciously Unusual

by Don Roberto Bledsoe

Italians make their food like they make their sports cars—with great care and finesse. I must admit that Italian food is one of my (many) vices, so you may understand why I felt like a junkie in a Drug Enforcement Agency evidence room when I visited Raffaello Ristorante in the city of Orange.

You may wonder why I'm reviewing a restaurant in Orange County, when it clearly states that this is an "Inland Empire" publication. Well, the answer is simple. The restaurant is great, and there's also a lot to do in the area where the establishment is located. Maybe you're in the mood for a little amusement park action, or maybe you just want to see some guy whack a ball with his stick, just to watch it sink into another guy's leather glove. Even if you want to go to the beach to see the gentle waves lap the sandy shores of Huntington, Raffaello's is quite accessible.

Now let's get to the food. I took control of the appetizers (or, if you prefer, Antipasti Caldi) by ordering the Calamari Fritti (\$6.95). It's above-average, deep-fried calamari. The Melanzane Caprese (\$5.95) is grilled fresh eggplant, topped with mozzarella and tomato sauce. This is a vegetarian choice, but, earth muffins, I am sorry to report that this was the last animal-friendly dish we devoured.

For pasta, I tried the Gnocchi Al Ragu Di Osso Buco (\$10.95). That's freshly made potato dumplings in hearty tomato sauce with osso buco meat (braised lamb shank). It was deliciously unusual. Kind of like a variation of ravioli.

The Rotelle (\$10.50) was incredible. It's one of the house specialties baked with cinnamon roll-shaped pasta filled with ham, mozzarella, parmesan, and romano cheese. They had many other pastas to try but, alas, my stomach has a finite volume and I wanted some serious meat!

The translation for Bistecca

Fiorentina (\$19.95) is grilled rib eye steak with a bone (we're talkin' 16-18 ounces here) topped with balsamic vinegar, garlic, olive oil and fresh herbs. The meat was tender, and the juices were bubbling out as they served it. The Agnello A Scottadito (\$19.95) is grilled rack of lamb and, boy, is it good! The veal is called Scalopine Di Vitello Al Limone (\$17.95), and is sautéed with lemon and butter. The Gamberoni Alla Griglia (\$19.95) are butterflied prawns topped with a dressing of lemon, garlic, parmesan cheese, fresh herbs and olive oil. Mmm mmm, that's good eatin'.

Trust me, it's worth the drive down to the beach to try this joint. So keep the Chef Boyardee where it belongs (in the cupboard) and try some real food.

Raffaello Ristorante is located at 1998 N. Tustin Ave. Call (714) 283-8230.

☆THE BEST OF THE BEST☆ PICKS BY BILL ANTHONY

Mexican Chain Restaurant

Chevy's - Promoted as "Fresh Mex," tortillas are brought to your table only a minute out of the oven (that's right, oven—not the microwave). Salsa is made fresh throughout the day. Dinners start at \$5.95 and fish is fresh daily. Chevy's is located throughout Southern California, and in Ontario, it is located at Haven off the 10 Freeway. The Ontario phone number is (909) 390-9922.

Italian

D'Antonio's, located in Diamond Bar for 20 years, must say something when today some restaurants open and close before the chicken can defrost. All the traditional Italian favorite entrees are served, and the angel hair pasta with lobster is a "must." Easily accessible and near the 57 Freeway, the address is 808 North Diamond Bar Boulevard. Reservations are recommended by calling (909) 860-3663.

Continental California

The Wild Rabbit is a favorite restaurant in Redlands. Try the pork Wellington which is tenderloin sautéed in apple butter with cinnamon and then baked in a puff pastry with apple and raisins. My favorite is the black tiger shrimp stuffed with crab and served in lobster sauce. Bunny serves as an appetizer—not to be missed—Thai egg rolls stuffed with port, mushrooms, sprouts, noodles and crab meat made by hand from her grandmother's recipe. The Wild Rabbit is located at 1502 Barton Road in Redlands. Reservations are a must for Saturdays. Call (909) 793-2038.

Steaks

Duane's restaurant, just recently opened, is located at the Mission Inn in Riverside. The steaks at Duane's are richly satisfying melt-in-the-mouth creations of the finest beef available in today's market. Everything on the menu, from the 12 oz. New York Strip Loin, to the 16 oz. Kansas City Strip New York steak on the bone (which is, by the way, Chef Cochran's recommendation), to the 8 oz. filet mignon, and to the 24 oz. rib eye chop on bone, is cooked with culinary masterfulness and care. Selections of three sauces to accompany the steaks are available: a steak sauce, South Western style; foyat or bernaise, classic French style; and a mustard green peppercorn sauce. Of course, entrees other than steaks are listed on the menu—double lamb chops with minted lamb glaze, breast of chicken with wild mushroom sauce and fresh swordfish steak with a red beet and orange sauce. Call (909) 341-6780 for reservations.

Kosher-Style Deli

Stein's at 965 West Foothill Boulevard in Upland is another favorite for kosher-style food. Entrepreneur Ron Stein demanded a great corned beef and pastrami sandwich—he could not find one anywhere, so he opened Stein's; teamed up with Chef Howard Cohen, and the rest is history. Craving a New York kosher-style lunch or dinner or even a deli breakfast—well, get over to Stein's in Upland. The phone number for Stein's is (909) 981-3283.▲

& Entertainment Guide

The Wine Cellar



Mead on Wine

by Jerry D. Mead

Could someone just give me a list of wines by the terms "dry" and "sweet?" I know most Chardonnays are dry, but from there I am lost.

We're getting down to real basics here. Sometimes questions that seem simple require fairly complicated answers to be complete. Everyone knows what sweet is, but not everyone understands that "dry" defined simply means the absence of sweetness.

All grapes can be made into either dry or sweet wine, depending on what the winemaker does with the grapes.

There are traditional categories, but no absolutes. Chardonnay is usually dry, but some of the most popular brands have started making wines with a very low level of sweetness (right at human threshold to detect) to make the wines more palatable to a larger audience. And then there's always the exception to the rule like the gold medal-winning Kendall-Jackson "Late Harvest" Chardonnay which is sticky sweet.

Most classic red varieties are almost always dry, wines like Cabernet Sauvignon, Merlot, Zinfandel, Petite Sirah and Pinot Noir. But even there some low price range producers are leaving a little sweetness to make tannins and acidity seem softer and the wine ready to drink at a younger age. In the outright exception to the dry rule for these varieties are Port style wines made from Cabernet, Petite Sirah or Zinfandel.

Some varieties more commonly have some sweetness, or even when they do not they have very fruity flavors that give them an impression of sweetness...wines like Riesling, Muscat and Gewurztraminer.

To sum it up, some wine types are usually dry, but none have to be.

MORE ORANGE COUNTY RESULTS

Continuing the report on results from the world's largest judging of California wines, the Orange County Fair Commercial Wine Competition, I have to point out again the paucity of gold medals. Because so few were awarded this year, it makes it all the more important to check out the silver and bronze medalists. You can order the official awards book listing all the winners by sending \$6 to: OC Wine Winners, Box 1598, Carson City, NV 89702 (800) 845-9463.

Out of roughly 70 entries in the up to \$7.50 price range for Sauvignon (Fume) Blanc, only one paltry gold medal was awarded to Geysler Peak 1994 "Sonoma" (\$7.50).

In the price range from \$7.50 to \$9.50 there were a similar number of wines. The medal count was a little higher, with four wines declared to be gold medal quality: Simi 1993 "Sonoma" (\$8.75); Handley 1993 "Dry Creek" (\$8.50); Guenoc 1994 "California" (\$8) and Callaway 1994 "Temecula" (\$8).

Most of the bronze and silver medal winning Sauvignon Blancs in the \$9.51 to \$16 range could have been (and some were) golds at other shows. There were four to actually win the gold: Grgich Hills 1993 "Napa" Fume Blanc (\$13); Hanna 1994 "Sonoma" (\$10); Fetzer 1993 "Mendocino-Barrel Select" (\$10) and Fieldbrook 1994 "Mendocino-Webb Vineyard" (\$11). The only winners in the over \$16 category were a couple of sticky, "late harvest" styles. Gold to De Lorimier 1991 "Alexander Valley Estate" (\$16 the half bottle).

One of Orange County's coveted 4-star golds to: Santa Barbara Winery 1993 "Santa Ynez-Late Harvest" (\$18 the half bottle). Four-star golds are awarded when the judges vote gold unanimously. Only one other wine received a 4-star in 1995.

Out of about 40 real red Zinfandels priced up to \$9, a single gold to Sausal 1993 "Alexander Valley" (\$9).

The folks passing out the awards finally loosened up a little in the \$9.01 to \$13 Zinfandel class, passing out five golden ones: Poalillio Vineyards 1992 "Paso Robles-Westside" (\$13); J. Fritz 1993 "Dry Creek-Old Vines" (\$12); Rosenblum 1993 "Sonoma-Old Vines" (\$12.50); Whaler 1992 "Mendocino" (\$10) and Castoro 1992 "Paso Robles" (\$9.75). Lots of luck trying to find any of these small producers anywhere other than the winery.

From \$13.01 to \$18.50 only two Zinfandels were deemed gold-worthy (some of the best wines in the state are among the silver and bronze medalists), Greenwood Ridge 1993 "Sonoma-Soherrer" (\$13.50) and McIlroy 1993 "Russian River - Porter-Bass Vineyard" (\$15).


The two golds for the class containing a handful of wines priced over \$18.51 go to very difficult to find wines: Peachy Canyon 1993 "Paso Robles-Dusi Ranch" (\$20)

and Rosenblum 1993 "Mt. Veeder-Brandlin Ranch" (\$19).

The only gold medal for White Zinfandel priced up to \$5 is no stranger to winning, it was White Zin Champion at the New World International, Bel Arbors 1994 (\$5).

Two more golds for the from \$5.01 to \$6.54 range: Baron Herzog 1994 (\$6) and the Beringer 1994 (\$5.50).

And two more golds in the \$6.51 and up price range: Rutherford Estate 1994 (\$7) and Weinstock 1994 (\$7).▲



Donald D. Galleano
President

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Varichon & Clerk 1989 • Blanc de Blancs.....\$9	Cale 1990 • Chardonnay Carneros Sangiocomo Vineyard.....\$18
Chateau Guibon 1990 • Entre-Deux-Mers.....\$5.50	Cottonwood Canyon 1989 • Chardonnay Santa Barbara Barrel Select\$19
Barone Ricasoli 1990 • Orvieto Classico Secco\$8	Bannister 1990 • Chardonnay Russian River\$16
Kendall-Jackson 1987 • Cardinale California Meritage\$40	Calera 1990 • Chardonnay Central Coast.....\$14
Robert Mondavi 1990 • Pinot Noir Napa Valley Unfiltered Reserve.....\$28	Soda Canyon 1990 • Chardonnay Napa Valley 12th Leaf.....\$10
Cutler 1987 • Cabernet Sauvignon Sonoma Valley Batto Ranch\$17	Fisher 1989 • Chardonnay Sonoma County Coach Insignia\$15
Cronin 1988 • Cabernet Sauvignon/Merlot Stags Leap District Robinson Vineyard\$17	Vichon 1990 • Chardonnay Napa Valley . \$15
Dry Creek 1989 • Cabernet Sauvignon Sonoma County.....\$14	Pedroncelli 1990 • Chardonnay Dry Creek Valley\$10
Robert Keenan 1988 • Cabernet Sauvignon Napa Valley\$18	Schug 1989 • Chardonnay Carneros Barrel Fermented.....\$12
Iron Horse 1988 • Cabernets Alexander Valley Proprietor Grown.....\$18.50	Stonagate 1990 • Late Harvest Napa Valley.....\$9.50
Brander 1989 • Bouchet Santa Ynez Valley Tete de Cuvee\$20	

Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax
1. Fort Irwin Cdr. NTC Fl. Irwin, Att: AFZJ-CG Fl. Irwin, CA 92310-5000	15,242 na 1981	Military	Yes Yes Yes	Maj. Larry D. Seefeldt Public Affairs Officer	Brg. Gen. Leon Laport Commanding General (619) 380-3261/380-4860
2. County of San Bernardino 385 North Arrowhead Ave. San Bernardino, CA 92415	12,665 N/A 1853	Local Government	Yes No No	Tom Laurin Dir., Economic & Comm. Dev.	Jon D. Mikels Chairman Board of Supervisors (909) 387-4811/387-5430
3. County of Riverside 4080 Lemon Street Riverside, CA 92501	10,934 N/A 1893	Local Government	Yes No No	Frank McGraw Director, Purchasing & Material Services	Larry Parrish Chief Administration Officer (909) 275-1100/275-1105
4. Stater Bros. Markets 21700 Barton Road Colton, CA 92324	9,500 N/A 1936	Supermarkets	Yes No No	Richard C. Moseley Group Sr. V.P. Marketing	Jack H. Brown Chairman/Pres./ CEO (909) 783-5000/783-5035
5. March Air Force Base 22nd Air Refueling Wing MAFB, CA 92518-1671	9,026 na 1918	Military Base, Dept. of Defense	Yes Yes Yes	Maj. Henry N. Emerson Chief, Public Affairs Div.	Col. Richard A. Mentemeyer 722 ARW Commander (909) 655-4137/655-4113
6. S.B. City Unified School Dist. 777 North "F" Street San Bernardino, CA 92410	5,325 5,325 1965	Education	Yes No No	Barbara Spears-Kidd Dir. of Communications	E. Neal Roberts Superintendent (909) 381-1240
7. U.S. Postal Service 390 W. 5th Street San Bernardino, CA 92401	4,600 700,00 1853	Mailing Service	Yes No No	N/A	Gary L. Miller Postmaster/ San Bernardino (909) 884-3626
8. GTE CA, Inc. 1 GTE Place Thousand Oaks, CA 91362	4,519 82,000 1953	Telecommunications	Yes No No	Gary George Div. Public Affairs Mgr.	Denny Fuqua Area Mgr./Cust. Ops. (619) 327-8600
9. U.S. Postal Service 4150 Chicago Avenue Riverside, CA 92507	4,323 700,00 1853	Mailing Service	Yes No No	N/A	Jim Felts Postmaster/ Riverside (909) 788-4600
10. Loma Linda University Medical Center 11234 Anderson Street Loma Linda, CA 92354	4,000 4,000 1907	Medical	Yes No Yes (Close By)	Gregory B. Williams, DrPh Administrative Director	David B. Hinshaw President (909) 824-0800/824-4086
11. Kaiser Permanente Medical Center 9961 Sierra Ave. Fontana, CA 92335	4,000 83,386 1944	Health Care	Yes No No	Michael Leggett Chief, Group Sales & Service	Patricia Siegel Hospital Administrator (909) 427-7704/427-7359
12. Corona/Norco Unified School District 2820 Clark Ave. Norco, CA 91760	3,001 na na	Public Schools	Yes No No	Marjorie Graves Administrative Assistant	Pedro Garcia Superintendent (909) 736-5000/736-5077
13. United Parcel Service 2930 Inland Empire Blvd. Ontario, CA 91764	3,000 300,000 1907	Package Delivery	Yes No No	Rick Knutson District Customer Svc. Mgr.	Al Barnes District Manager (909) 948-8211/948-8224
14. Moreno Valley Unified School District 25634 Alessandro Blvd. Moreno Valley, CA 92553	3,000 N/A N/A	School	Yes No No	Debbie Lenz Public Information Office	Robert Lee Superintendent (909) 485-5600-2704/485-5537
15. Riverside Unified School District 3380 Fourteenth St. Riverside, CA 92501	2,924 N/A 1892	Education	Yes No No	N/A	Anthony J. Lardieri Superintendent (909) 788-7130/788-7110
16. University of California Riverside 900 University Ave. Riverside, CA 92521	2,800 na 1954	Higher Education	Yes No Yes	Jack R. Chappell Dir. of University Relations	Raymond L. Orbach Chancellor (909) 787-5201/787-3866
17. Pomona Unified School District 800 S. Garey Ave. Pomona, CA 91766	2,744 na na	School	No No No	N/A	Patrick Leier Superintendent (909) 397-4882/397-4881
18. City of Riverside 3900 Main Street Riverside, CA 92522	2,642 N/A 1883	Municipal Government	Yes Yes No	N/A	John E. Holmes City Manager (909) 782-5553/782-5470
19. Fontana Unified School District 9680 Citrus Ave Fontana, CA 92335	2,533 na na	School	No No No	N/A	Dr. Karen Harshman Superintendent (909) 357-5000/355-3034
20. Palm Desert Town Center 72840 Hwy. 111 Palm Desert, CA 92260	2,500 na 1983	Retail Mall	No No Yes	Christine Carpenter Marketing Director	Doug O'Brien General Manager (619) 346-2121/341-7979
21. The Claremont Colleges Claremont, CA	2,435 N/A 1887	Education	No No No	Jay German Director of Public Relations, U. Ctr. & Grad. School	John D. Maguire President, U. Ctr. & Grad. School (909) 621-8000/621-8390
22. Mervyn's Department Store 25001 Industrial Blvd. Hayward, CA 94545	2,300 45,000 1978	Retail	No No No	Barbara Newman District Manager	Barbara Newman District Manager (909) 354-8800/354-8800
23. Chino Unified School District 5130 Riverside Dr. Chino, CA 91710	2,200 N/A 1878	Public Schools	Yes No No	N/A	Stephen Goldstone Superintendent (909) 628-1201/590-4911
24. Pomona Valley Hospital Med. Ctr. 1798 N. Garey Avenue Pomona, CA 91767	2,200 na 1903	Health Care	Yes No Yes	Laura Elek Director, Mktg./P.R.	Richard E. Yochum President/C.E.O. (909) 865-9500/623-3253
25. Fleetwood Enterprises, Inc 3125 Myers Street, P.O. Box 7638 Riverside, CA 92513-7638	2,000 18,000 1950	Recreational Vehicles Manufactured Homes	Yes Yes No	Bill Toy, R.V. Group John Pollis, Housing Group	Glenn F. Kummer President/COO (909) 351-3500/351-3776
26. Cal Poly Pomona 3801 W. Temple Ave. Pomona, CA 91768-4019	2,000 na 1938	University	Yes No Yes	N/A	Dr. Bob Suzuki President (909) 869-3016
27. Valley Health System 1117 E. Devonshire Ave. Hemet, CA 92543	1,750 1,750 1943	Health Care	Yes No Yes	Karen Roberts Communications Supervisor	Geoff Lang CEO (909) 652-2811/766-6417
28. Eisenhower Medical Center 39000 Bob Hope Drive Rancho Mirage, CA 92272	1,708 N/A 1989	Acute Care Med. Ctr.	Yes Yes No	Harlan Corenman Director, Public Relations	Nancy Wilson CEO (619) 340-3911/773-1536

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Inland Empire's Largest Employers

(Ranked by Number of Inland Empire Employees)

Company Name Address City, State, Zip	# Employees (IE) # Employees (Nationwide) Yr. Est. IE	Nature of Business	Employee Services • Van or Carpool • Health Club on Site • Daycare on Site	Marketing Contact Title	Top Local Executive Title Phone/Fax
29. Lockheed Aircraft Service-Ontario 1800 E. Airport Dr., P.O. Box 33 Ontario, CA 91761	1,700 N/A 1938	Aircraft Modification, Systems Engineering	Yes No No	David Ayres Director, Business Dev.	Skip Bowling President (909) 395-2411/395-2080
30. Desert Hospital 1150 North Indian Canyon Dr. Palm Springs, CA 92262	1,600 1,600 1951	Health Care	No No No	Richard Case Dir., Fiscal Services	David A. Seeley President/CEO (619) 323-6370/323-6825
31. Marriott's Desert Springs Resort & Spa 74855 Country Club Drive Palm Desert, CA 92260	1,600 N/A 1987	Resort Hotel & Spa	No Yes No	Steve Heitzner Director of Marketing	Dave Rolston General Manager (619) 341-2211/341-1872
32. Riverside General Hospital 9851 Magnolia Riverside, CA 92503	1,600 1,600 1893	Public Health Care	Yes No No	Delores Tobin Public Relations Director	Kenneth B. Cohen Health Services Agency Director (909) 358-5030/358-4529
33. San Antonio Community Hospital 999 San Bernardino Road Upland, CA 91786	1,600 N/A 1907	Acute Care Hospital	Yes No No	Jim Anderson Director of Marketing	George Kuykendall President (909) 985-2811/985-7659
34. San Bernardino County Medical Center 780 E. Gilbert Street San Bernardino, CA 92415-0935	1,600 1,600 1862	Health Care	Yes No No	John Going Material Manager	Charles R. Jervis Director (909) 387-8188/387-0406
35. St. Bernardine Medical Center 2101 North Waterman Avenue San Bernardino, CA 92404	1,550 20,000 1931	Health Care	Yes Yes No	Leslie Roundy Public Relations Specialist	Gregory A. Adams Administrator/CEO (909) 881-4324/881-4546
36. California Institute for Men P.O. Box 128 Chino, CA 91710	1,515 N/A 1941	State Prison	No No No	Public Info. Officer	Larry Witek Warden (909) 597-1821/393-8699
37. Desert Sands Unified School District 82-879 Highway 111 Indio, CA 92201	1,444 N/A 1965	Education	No No No	Suzanne Smith Director of Purchasing	Dolores Ballesteros, Ph.D. Superintendent (619) 751-3500/775-3541
38. Redlands Unified School District 20 W. Lagonia Redlands, CA 92374	1,420 N/A na	Education	No No No	Marilyn Lake Admin. Secretary	Robert Hodges Superintendent (909) 793-2301/307-5336
39. U.S. Postal Service Proc. & Dist. Ctr. 1900 West Redlands Blvd. San Bernardino, CA 92403-9997	1,350 700,000 1853	Mailing Service	Yes No No	Julie Robledo Plant Mgr. Secy	Bob Williamson Plant Manager (909) 335-4300
40. California State Univ. San Bernardino 5500 University Pkwy. San Bernardino, CA 92407-2397	1,280 N/A 1960	Higher Education	Yes Yes Yes	Cynthia Pringle Dir., Public Affairs	Anthony H. Evans, Ph. D. President (909) 880-5002/880-5901
41. Jerry L. Pettis Mem. Vets. Med. Ctr. 11201 Benton Street Loma Linda, CA 92357	1,277 na 1977	Health Care	Yes No No	Robert L. Ford Chief, Acquisition & Mtrl. Management Service	Dean R. Stordahl Medical Center Director (909) 825-7084/422-3106
42. The Press-Enterprise 3512 Fourteenth Street Riverside, CA 92501	1,216 N/A 1878	Daily Newspaper	Yes No No	John Hays Executive Vice President	Howard H. Hays, Jr. Chairman (909) 684-1200/782-7572
43. San Bernardino Community Hospital 1805 Medical Center Drive San Bernardino, CA 92411	1,200 N/A 1908	Acute Care Hospital	No No No	Kimiko Ford Sr. Vice President Ancillary Support Services	Bruce Satzger Administrator/CEO (909) 887-6333/887-6468
44. Alvorad Unified School District 10365 Keller Riverside, CA 92505	1,200 N/A 1896	Education	Yes No No	N/A	Dr. Barbara Poling Superintendent (909) 351-9325/351-9386
45. City of San Bernardino 300 North "D" Street San Bernardino, CA 92418	1,200 N/A 1854	Municipal Entity	Yes No No	Shauna Clark City Administrator	Tom Minor Mayor (909) 384-5122/384-5461
46. Hesperia Unified School District 9144 3rd Ave. Hesperia, CA 92345	1,200 N/A 1987	School	No No No	N/A	Richard Bray Superintendent (619) 244-9323/244-2806
47. Parkview Comm. Hosp. Med. Ctr. 3865 Jackson Street Riverside, CA 92503	1,139 N/A 1958	Acute Care Hospital	Yes No No	Marge Murphy Director of Marketing	Kenneth L. Willes President/CEO (909) 352-5400/352-5363
48. Riverside County Office of Education 3939 Thirteenth St., P.O. Box 868 Riverside, CA 92502	1,068 N/A 1893	Education	No No No	Personnel Hotline (909) 369-6494	Dr. Dale S. Holmes Riv. Co. Schools Superintendent (909) 788-6666/682-5642
49. Riverside Community Hospital 4445 Magnolia Ave. Riverside, CA 92501	1,053 N/A 1901	Hospital	Yes No No	Ann Matich Marketing, P.R. Specialist	Nancy J. Biting President/CEO (909) 788-3000/788-3201
50. Rohr Industries, Inc. 8200 Arlington Ave. Riverside, CA 92503-1499	920 3,965 1940	Nacelle Components and Pylons	Yes No No	Gary Wacker Mgr. Adm. Support	Greg Peters General Manager, Riverside (909) 351-5400/351-5556
51. Beaver Medical Group 2 W. Fern Avenue Redlands, CA 92373	846 846 1945	Medical Clinic, Physician Group	Yes No No	Sharon Humphreys Director of Marketing	David N. DeValk Administrator (909) 799-1818/792-0189
52. San Bernardino Valley College 701 South Mt. Vernon Ave. San Bernardino, CA 92410	769 N/A 1926	Community College	Yes Yes Yes	Paul Rubalcaba Marketing Director	Dr. Donald L. Singer President (909) 888-6511/889-6849
53. Yellow Freight Systems 2951 Lenwood Ave. Barstow, CA 92311	750 na 1930	Freight	No No No	Don Mathew Terminal Manager	Don Mathew Terminal Manager (619) 253-2937
54. Riverside Medical Clinic 3660 Arlington Ave. Riverside, CA 92506	675 675 1935	Medical Clinic	Yes No No	Donna Hansen Marketing Representative	Paul F. Westover President/CEO (909) 782-3737/782-3834
55. California Institution for Women P.O. Box 6000 Corona, CA 91718	600 N/A 1952	State Prison	Yes No No	Lieutenant Marshall Public Affairs Officer	Susan Poole Warden (909) 597-1771/393-8061
56. G.E. Engine Services/West Coast Ops. 1923 East Avion St. Ontario, CA 91761	500 160,000 1956	Aircraft Engine Overhaul	Yes Yes No	George Ferraro MNI/44 Bus. Ops.	Michael Sims General Manager (909) 391-5302/391-5432

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Inland Empire **TV** NEWS Daily Monday thru Friday at 7am

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Continued from page 3

Toyota needs warehouse workers to unload, sort and stock incoming parts and to fill orders at the 760,000-square-foot facility—to be the company's largest distribution center. Job candidates must have a high school diploma or the equivalent, and be able to perform various tasks, such as driving a forklift.

Also, candidates are tested for problem-solving skills, command of the English language, accuracy with num-

bers, and the ability to lift 50 pounds.

Besides Toyota, the San Manuel Indian Bingo and Casino held a job fair attended by several hundred people over the same weekend.

The gaming complex, at Indian Road and Victoria Avenue in Highland, seeks waiters, bus persons, porters, card dealers, shuttle bus drivers, chefs and cooks, bank tellers, housekeepers, valet parking attendants and maintenance people.

"We're expanding like crazy," said Larry Roach, a spokesman for the San Manuel Indian Bingo and Casino.▲

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Inland Empire Business Chronicle

People, Places & Events

Drake, Helmuth Promoted at Chino Valley Bank

John Drake has been appointed to assistant vice president and banking officer of the Covina office at Chino Valley Bank.

Prior to joining Chino Valley Bank, Drake was vice president and branch manager at Wells Fargo Bank in El Monte. He has spent 17 years in the banking field, and has a strong background in sales management and business development, according to Chino Valley Bank President/CEO D. Linn Wiley.



John Drake, Assistant Vice President Covina's Chino Valley Bank

Also at Chino Valley Bank, Mike Helmuth was named as vice president and manager of the San Gabriel office.

Helmuth was formerly vice president and banking officer at the San Gabriel office. He has more than a dozen years of banking and lending experience, and prior to joining Chino Valley Bank was the Business Banking Team Leader with Community Bank.



Mike Helmuth, Vice President San Gabriel's Chino Valley Bank

Accounting Firms International Appoints Pair of Eadie & Payne CPAs to Committee

The Association of Accounting Firms International (AAFI) recently appointed two certified public accountants from Eadie and Payne, with offices in San Bernardino, Redlands and Ontario, to leadership roles within the organization.

AAFI chose Deborah Crowley as the vice chairperson of its Automation and Technology Committee. As committee leader, Crowley will be involved with reviewing the technical issues of operating an accounting firm.

AAFI also appointed John Prentice to vice chairman of the personnel committee, which deals with the various aspects of an accounting firm's employee training, recruiting and laws pertaining to personnel.

San Bernardino Bank Forms Marketing Department, Taps Schneider

Cynthia G. Schneider has been appointed as vice president, director of marketing, a new position at the Bank of San Bernardino.



Cynthia G. Schneider, Vice President Bank of San Bernardino

Schneider has served in senior marketing positions for more than 25 years and most recently was the founder and managing partner of The Alliance Group, a financial marketing firm. She currently serves as president of the Bank Marketing Association, Western Chapter. The Bank of San Bernardino has charged Schneider with developing marketing strategies to support the bank's commitment to continued growth

and expansion into new markets, said bank President Patrick Norvall.

Menifee Valley Hospital Honors Three Founders

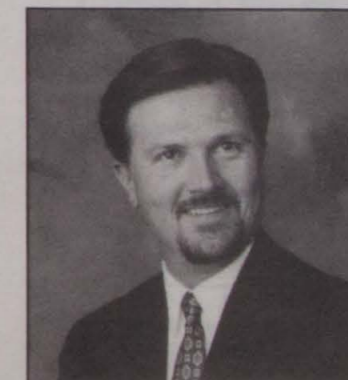
The Menifee Valley Medical Center Foundation honored three of its founding members at an annual meeting in the hospital's Healthcare Education Center.

Since the hospital opened in 1989, the honored individuals worked diligently to build strong support, said Gene Gibba, Valley Health System director of development. Recognized with the title of Director Emeritus were: Glen T. Goodwill, who served as foundation secretary and chairman of the hospital's advisory committee; Edwin A. Olson, the foundation's treasurer and community relations chairman; and John L. Werry, the foundation's first president who has succeeded Goodwill as hospital advisory committee chairman.

Climaxing the evening's business was the announcement that the foundation received a \$25,000 gift from Glen and Opal Goodwill to endow the "Goodwill Fountain of Health."

Local Dental Group Names President

At its recent annual installation dinner meeting, the Tri-County Dental Society named Chino dentist David G. Secombe as president.



David G. Secombe, President Tri-County Dental Society

Secombe, who has served on the dental society's board of directors for seven years, made clear what his primary goal would be as president.

"Our California State Assembly has passed AB 733, which would require the state Department of Health Services to adopt regulations

mandating fluoridation of California systems that have at least 10,000 service connections," said Secombe. "Now, we need to see it through to the state Senate."

Moreno Valley Community Hospital Staff Members Get Scholarships

Moreno Valley Community Hospital recently awarded scholarships to two medical staff members.

The recipients of the \$1,000 scholarships to use in pursuit of their careers in health care were Margaret Lauer and David C. Graham. Lauer works in the hospital's emergency department and is pursuing an associate degree in nursing from Riverside Community College. Graham previously attended Azusa Pacific University School of Nursing and plans to become a pediatric nurse practitioner.

Palatino Joins OmniTrans as Planning Director

Anne Palatino of Moreno Valley was named director of planning for OmniTrans, the San Bernardino Valley's public transit agency that operates 33 bus routes in a 480-square-mile area.

Palatino is the former regional manager of commuter transportation services for Riverside County, 1991-94. Before that position, she was a private transportation planning consultant for Carson, West Hollywood, Palos Verdes Peninsula, Hermosa Beach and Oceanside.

Riverside Mayor Toasts Columba Calvo Vargas

Riverside Mayor Ron Loveridge recognized the achievements of Columba Calvo Vargas, who recently transferred to the Mexican Embassy in Bogota, Columbia. Since 1991, Vargas has served as the Consul of Mexico for Riverside and San Bernardino counties.

Loveridge noted that Vargas managed 26,000 cases since 1992; assisted in the donation of 30 sets of 300 books to schools in the two counties; and coordinated a musical performance by the Rondalla from the University Autonoma de Baja California in Mexicali.▲

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Real Estate Focus

GTE Phone Mart Joins Pavilion at Redlands

GTE Phone Mart has signed a five-year lease for about 2,600 square feet of retail space at The Pavilion at Redlands Center.

The 250,000-square-foot center is anchored by Wal-Mart and Food 4 Less, and is located at the northeast corner of Redlands and California streets in Redlands. The center was developed by Daryl Berger Company of New Orleans, La.,

which was represented in the sale by Kelly Murphy and Christine Jacobs of CB Commercial Real Estate Group in Riverside. Bob Smith of Strategic Properties represented the tenant.

Parker Promoted to President of Forecast Homes' Southland Division

Webb Parker has been promoted to president of Forecast Homes' Southern California divi-

sion, with full responsibility for Forecast's numerous projects in the region.

Previously, Parker was vice president of sales and marketing for Forecast Home's Southern California division. With Parker's appointment, the Rancho Cucamonga-based home builder continues to refine and enhance its corporate mission as a builder of quality, affordable, family-oriented homes.



Webb Parker

Parker has more than 24 years of experience in residential development, specializing in family-oriented neighborhoods and master-planned communities. He currently is in charge of nine new-home communities throughout Southern California, including Crystal Ridge in Temecula, Emerald Ridge in Palmdale and Emerald Ridge in Highland.

Foreclosures in Southern California Now Stable

For the first time since 1991, real estate foreclosures in the state have stabilized.

A report by TRW REDI Property Data, a nationwide real estate information company, shows that in the second quarter of the year 15,982 trustees' deeds—which are foreclosure documents—were recorded by financial institutions. Compared with the same period a year ago, that's a drop of nearly 1 percent.

In Northern California, about 30 percent of notices of default generally go into foreclosure. In Southern California, that ratio stands at 50 percent.

Pokorni Joins Lee & Associates Ontario Office as Principal

Donald Pokorni has joined Lee & Associates Commercial Real Estate Services' Ontario office as a principal specializing in representing both tenants and owners of office space.



Donald Pokorni

A 16-year veteran of the commercial real estate industry, Pokorni has been managing principal of Lee & Associates' Newport Beach office. Pokorni opened the office in 1993 and was responsible for directing a staff of 25 brokers and administrative support staff.

Lee & Associates has 15 offices in California, Arizona and Nevada, and is the largest regional commercial real estate brokerage in the Western U.S.

Marcus & Millichap Sells Riverside Complex for \$4.1 Million

The sale of a 176-unit apartment complex for \$4.1 million is announced by Kevin Assef, regional manager for the Ontario office of Marcus & Millichap Real Estate Investment Brokerage Company.

The building is in the 8600 block of Arlington Avenue. The seller was St. Paul Federal Bank, represented by Alex Mogharebi of Marcus & Millichap in Ontario.

Marcus & Millichap also reported the sale of a 129-unit apartment complex at 2500 East Palm Canyon Drive in Palm Springs for \$5.9 million. The seller was Palm Springs Partners, represented by Mogharebi and Marty Combs.▲

Desert Business Journal

Valley Independent Bank and Bank of the Desert Merge

Valley Independent Bank of El Centro announced that a letter of intent has been signed providing for a merger with Bank of the Desert. The new bank would be known as Valley Independent Bank.

Bank of the Desert is a community bank with assets of \$36 million. The combined banks' assets as of June 30 would amount to \$278 million.

The merger plan is subject to completion of due diligence, execution of a definitive agreement by the governing boards of both banks and regulatory approvals.

Bank of the Desert shares of stock will be exchanged for cash at 1.4 times book value. Valley Independent Bank President Dennis L. Kern said, "The merger represents a natural extension of our market and our organization. We share numerous similarities with the bank, its geographic area and customers. Our shareholders should realize increased investment value."

Rhoda Casto, president of Bank of the Desert, said, "It's my feeling that the values of both banks are

similar. We feel we have an obligation to our customers to provide them with the best opportunity for their future banking needs."

Bank of the Desert's market is in a growth area that includes branch offices in La Quinta, Indio and Thousand Palms and encompasses a 27,000-acre Enterprise Zone. Valley Independent Bank was founded over a decade ago, and a \$2.28 million profit in 1994 was the greatest annual profit in the bank's history.

Valley Independent operates branches in El Centro, Coachella, Holtville, Brawley, Calexico and Julian, with loan centers in El Centro and Indio.

Bankrupt Ostrich Company Gets Regulators' Attention

A stockholder meeting for a bankrupt ostrich ranch was disrupted when state regulators issued an order and sheriff's deputies hauled an owner off to jail.

At the meeting in Palm Desert, state investigators served an order that Trans-American Ostrich Traders Co. of Thousand Palms must refrain from selling illegal securities. "The securities they are trying to sell violate state laws," said Tatjana

Standish of the state Department of Corporations. "They are making an illegal offer."

Trans-American has a ranch with about 1,000 ostriches in the desert town of Mecca. Hailed as a gourmet option to beef, ostriches are a multimillion industry in the U.S. However, David Silver and partner Larry Earp placed their company's 17 limited partnerships in bankruptcy.

Investors already had sunk up to \$9 million in the company, Standish said. Some of the investors sued Silver and Earp in Riverside County Superior Court, charging that the partners bilked them out of thousands of dollars.

Silver was arrested on a warrant for failing to appear in court on charges of driving under the influence and driving with a suspended license.

High Desert Air Regulations Relaxed

High Desert residents will be subject to less-burdensome air regulations due to a bill signed in mid-July by Gov. Pete Wilson.

Sponsored by freshman Assemblyman Keith Olberg, R-

Victorville, the measure is on track to reclassify by Jan. 1, 1997 much of the Mojave Desert so it can conform to less-stringent air-quality standards. The Southeast Desert Basin is a sparsely-populated 20,000 square miles that spans most of northern San Bernardino County. At present, it is classified as an unclean zone, based on air samples primarily from outside the desert.

Former George Air Force Base Gets Break on Business Incentives

The former George Air Force Base was designated as one of the state's first military recovery areas, opening the way for various business tax incentives. Similar to an Enterprise Zone, the designation allows the city to extend sales tax and wage credits to attract companies. Companies also can get breaks on business licenses, building permits and development fees.

Gov. Wilson announced the selection of the 5,347-acre site as a Local Agency Military Base Recovery Area, saying state tax credits and incentives will spawn new jobs.▲

Inland Empire Business Chronicle

Month in Review

5—Assemblyman Joe Baca, D-San Bernardino is appointed to head the committee that will oversee legislation deregulating public utilities. However, Baca's selection to chair the Utilities and Commerce Committee could end his position as co-speaker pro tem of the assembly. The committee Baca will lead has broad legislative authority over the state's utilities and other regulated industries, such as telecommunications and transportation, as well as the Public Utilities Commission.

6—The San Bernardino County Jobs and Employment Services Department receives a \$900,000 grant to help boost workers displaced by downsizing or base closures back into the job market. The county is one of 13 jurisdictions nationwide to get the funds as part of the federal Labor Department's \$10 million pilot program, Career Management Account.

Also today, The Redlands City Council votes 3-2 to put a slow-growth initiative on November's ballot. The Redlands Growth Management Act of 1995 is expected to generate one of the most costly and bitter campaigns in the city's

recent history. The measure would tighten some building standards and make it impossible to change some of the rules without returning to the ballot. Supporters say it is the only way to ensure quality growth, while foes claim it will be an economic disaster.

19—After four months of unsuccessful negotiations with the Air Force, the March Joint Powers Commission makes history by asking the U.S. District Court to resolve a dispute over surplus personal property at March. In a complaint filed in federal court in Santa Ana, the commission alleges the Air Force "acted arbitrarily, without a rational basis and in violation of federal law" when it stripped equipment and furnishings from buildings at the base, slated to become a smaller reserve installation next year. The commission cited the case of a fire truck as an example of the Air Force's efforts to keep the best equipment and leave the rest to communities near the base.

24—After trying to hammer out an agreement on rent control with mobile home

park tenants and owners, a Riverside County panel decides to air views on the long debate in public. Supervisor Roy Wilson, who proposes the forum, says putting owners and tenants in the same room will test whether the two groups can find some common ground. Residents have expressed frustration at the 10-year-old county ordinance that ties annual rent increases to the inflation rate and the cost of park improvements, such as new roads and landscaping.

25—A Riverside County Superior Court jury awards \$43 million to the Domenigoni family for land near Hemet impacted by the building of Southern California's largest reservoir. The award—more than five times the sum that Metropolitan Water District offered—stuns agency attorneys and surprises the family. Jurors say they agree with the family's arguments that the water district deliberately used tactics to depress land values. Metropolitan spokesman Tim Skrove says the district likely will appeal "based on the large sum of money and the implica-

tions for water ratepayers in Southern California, because ultimately they will pay this cost."

28—CinemaStar Luxury Theaters of San Diego announces the first project in its expansion program, the signing of a lease to develop and operate a new 10-screen theater next to the campus of the University of California, Riverside. Construction of the 2,400-seat theater is planned to start in late 1995, with a May 1996 opening projected. Three of the theater's auditoriums will be used by the university as lecture halls in the morning and early afternoon.

29—CalTrans finishes work and opens the east-bound car pool lane on Highway 91 through Riverside, ending long lines of bumper-to-bumper evening commuters. The new lane extends about six miles between Arlington and Magnolia avenues, completing the stretch to the Orange County line. Slated for completion in December, further toll lanes will start there and head west for 10 miles into Anaheim. The westbound lane opened months ago.▲

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Inland Empire Business Chronicle

Caleb Wesley Ecrement, fdba Business Machine Specialist, dba Faxwell Repair Service, 25895 Echo Valley Road, Homeland; debts, assets schedules not available. Chapter 7.

James Lynde Ellison Sr., fdba Cody's Country Kitchen; Taters Restaurant, 1568 Smoketree, Pinon Hills; debts: \$177,187, assets: \$68,030; Chapter 7.

Hugh F. Henretta, fdba After Hours Computer Consulting, 25128 Vista Oriente, Murrieta; debts: \$200,735, assets: \$168,200; Chapter 7.

Michael Kicilinski, dba Michael's Painting, 21833 Spring Valley Road, Moreno Valley; debts: \$338,131, assets: \$239,065; Chapter 7.

Gerald D. Register, fdba Kirby Company of Huntington Beach, 25162 Hazelwood Circle, Hemet; debts: \$191,848, assets: \$26,725; Chapter 7.

Deborah A. Scarcelli, dba Scarcelli Limousines, 30355 Channel Way, Canyon Lake; debts: \$488,420, assets: \$328,800; Chapter 7.

Stephen G. Sisson, fdba Frazier's Pizza Sport Arcade, 221 Laurelwood Court, Lake Elsinore; debts: \$686,824, assets: \$133,951; Chapter 7.

Frank Slamen Jr., aka Eunice Slamen Jr., Revocable Trust, fdba Critical Care Unlimited, Inc., 10 Dale Lane, Redlands; debts: \$658,040, assets: \$358,420; Chapter 7.

Cynthia Toft, aka Cindi Toft, fdba Mug Shots, 30436 Gulf Stream Drive, Canyon Lake; debts: \$16,253, assets: \$1,040; Chapter 7.

Larry Lee Woods Sr., aka Jurupa Adult Residential Care, 7265 Skyview Drive, Riverside; debts: \$307,102, assets: \$380,738; Chapter 13.

Patrick J. Franzese, fdba Peach Tree Restaurant, Pat's Pizza, A Pizza Place, 22840 Sterling Ave., #5, Palm Springs; debts: \$563,550, assets: \$267,500; Chapter 7.

R. R. Grinager, dba, Tri State Land Surveyors, 49484 Senillis Ave., Moreno Valley; debts: \$322,874, assets: \$237,551; Chapter 13.

Marianne Hope Hamilton, aka M. Hope Hamilton, dba Perfect Pages, 28633 Arroyo Vista Drive, Highland; debts: \$123,214, assets: \$162,575; Chapter 13.

Julie Honaker, dba Advanced Sports Care & Chiropractic Clinic, Inc., 29822 Fisherman Court, Canyon Lake; debts: \$1,332,704, assets: \$72,550; Chapter 7.

Indotek Tooling, Inc., A California Corporation, dba Unique Plastic Technology, 9320 7th St. B, Rancho Cucamonga; debts: \$530,825, assets: \$368,201; Chapter 11.

JJC Medical Management, Inc., dba Tyler Walk-in Medical Clinic, 22679 Hunwut St., Wildomar; debts: \$848,179, assets: \$0; Chapter 7.

Randy L. Johnson, dba Randy Johnson Concrete, 25935 Meridian St., Hemet; debts: \$879,711, assets: \$72,395; Chapter 7.

Logistics Support, Inc., 1150 West Flint St., Lake Elsinore; debts: \$231,284, assets: \$255; Chapter 7.

Michael E. Longwell, 45006 Corte Christina, Temecula; debts: \$232,248, assets: \$210,195; Chapter 7.

Michael Lee Marquez, dba Marquez Flooring, 1220 West 56th St., San Bernardino; debts: \$175,121, assets: \$153,520; Chapter 7.

William Martinez Jr., aka Bill Martinez, dba Creative Underground, 11071 Brentwood Drive, Rancho Cucamonga; debts: \$150,685, assets: \$188,450; Chapter 13.

Roberta J. McDonell, fdba Magic Mirror, 8221 Ilex Space #53, Fontana; debts: \$87,981, assets: \$47,977; Chapter 11.

Russell Frank Reed, fdba Russ Reed Masonry, 26440 Conestoga Court, Sun City; debts: \$202,709, assets: \$203,846; Chapter 7.

Ines Mezarina, I & M Cooper, Happy Day Service Center, 21777 Anton Ave., Riverside; debts: \$6,038,801, assets: \$900; Chapter 7.

Bankruptcies

Richard Norman Essig, faw Apache Sales Inc., dba Globe Research, 6626 Duke St., Riverside; debts: \$386,641, assets: \$10,710; Chapter 7.

Carol Lee Sanders, dba Arlington Recreation and Supply, 10140 Tanforan Drive, Riverside; debts: \$296,623, assets: \$512,550; Chapter 13.

Lazaro Louis Sema, aka Lazaro L. Sema, fdba Emerald Bay Funding; Emerald Bay Funding Group, 15204 Willow St., Hesperia; debts, assets schedules not available; Chapter 7.

John Franklin Seymour, dba Real Pros Real Estate, 43216 San Miguel Way, Hemet; debts: \$420,569, assets: \$350,000; Chapter 7.

Russel Clayton Silva, fdba LR Silva Enterprise, 313 East South St., Rialto; debts: \$147,437, assets: \$114,095; Chapter 7.

Robert Michael Sussman, dba Royal Transport, 12174 Champlain St., Moreno Valley; debts: \$196,890, assets: \$116,265; Chapter 7.

Jill H. Szatmari, dba Pete Whites Camera Sole Proprietorship, 5161 Linda Lee, Yucca Valley; debts: \$200,508, assets: \$105,883; Chapter 7.

Catherine A. Vincent, dba Law Offices of Catherine A. Vincent, 8034 Bannock Trail, Yucca Valley; debts: \$1,826,459, assets: \$46,885; Chapter 7.

Guillermo Vincent, fdba Vincent Variety Vending, 5227 Della Ave., Alta Loma; debts: \$293,300, assets: \$237,300; Chapter 7.

Gary Ishmael Watson, fdba G & G Tooling, 17056 Seven Spring Way, Riverside; debts: \$248,548, assets: \$182,947; Chapter 7.

John Wesley Wenzell, fdba Crock-R-Box, 73526 Silver Moon Trail, Palm Desert; debts: \$185,242, assets: \$96,800; Chapter 7.

Scott Craig, fdba A. Scotco Builders, 1639 Parkridge Ave., Norco; debts: \$519,185, assets: \$124,938; Chapter 7.

Inland Empire Business Chronicle

Bankruptcies

(Continued)

Virgil Lee Haverstick, dba Haverstick Grading, 21944 Burch St., Perris; debts: \$295,765, assets: \$216,400; Chapter 13.

James P. Hegge, dba Hegge Electric Company, 46-325 Roudel Lane, La Quinta; debts: \$213,009, assets: \$199,150; Chapter 13.

Raymond Coto Herrera, faw R H Industries, Inc., 68-565 Jarana Road, Cathedral City; debts: \$464,008, assets: \$423,200; Chapter 7.

Kenneth Hinaman, faw Kenn Lee Enterprise, Inc., dba Ken Cafe/Bistro, 37312 Melrose Drive, Cathedral City; debts: \$280,399, assets: \$171,500; Chapter 7.

Fernando Hincapie, dba Pollo Club Restaurant, 11633 Oxford Court, Adelanto; debts: \$141,376, assets: \$99,988; Chapter 7.

Nelson Wilbert Hoppe, fdba N.H. Construction Company, 78-761 Savana La Mar, Unit B, Bermuda Dunes; debts: \$168,682, assets: \$6,200; Chapter 7.

Scott Allan Lauman, dba Pro Appliance, faw Canyon Lake Plumbing, Inc., faw P&S Plumbing, Inc., 23804 Cruise Circle Drive, Canyon Lake; debts: \$338,113, assets: \$128,825; Chapter 7.

Raymundo M. Maranan, fdba Silahis Oriental Food Mart, 571 Oak Hill St., Ontario; debts: \$356,771, assets: \$211,700; Chapter 7.

Bruce Kevin Martinelli, dba Ark Electric, fdba Noah's Pool Service, 595 Fairbanks St., Corona; debts: \$209,424, assets: \$185,242; Chapter 7.

MCW Investment Company, Inc., 9617 Sierra Ave., Fontana; debts: \$8,822,384, assets: \$0; Chapter 7.

Larry John Matter, dba Larry's Street Rod Supplies, 9442 Benson Ave., Montclair; debts: \$142,678, assets: \$134,515; Chapter 7.

Scott Michael Mullet, dba Building Maintenance, 10538 7th Ave., Hesperia; debts: \$16,737, assets \$926; Chapter 7.

The Piano & Organ Club Inc., 9901 Indiana Ave., Ste. 114, Riverside; debts: \$230,825, assets: \$100; Chapter 7.

Susan Elizabeth Sanden, Sanden's Business Services, 42231 Acacia Ave., Hemet; debts: \$37,855, assets: \$5,523; Chapter 7.

Chuck W. Vahovick, dba Preferred Construction Service, aka Charles W. Vahovick, 12680 Sandberg Way, Grand Terrace; debts: \$735,706, assets: \$223,250; Chapter 7.

William W. Watkins, fdba William W. Watkins Contracting, aka The Watkins Group, 33490 Hayfield Circle, Lake Elsinore; debts: \$199,974, assets: \$3,500; Chapter 7.

Roger A. Weaver, Roger Weaver Material Handling Specialist, 21646 Bundy Canyon Road, Lake Elsinore; debts, assets schedules not available.

Frederick L. Weber, fdba The Learning Academy, 26775 Rim Road, Hemet; debts: \$545,462, assets: \$334,939; Chapter 7.

Richard Norman Essig, faw Apache Sales Inc., dba Globe Research, 6626 Duke St., Riverside; debts: \$386,641, assets: \$10,710; Chapter 7.

Brewer U.V. Systems, Inc., a Delaware Corp., 13267 Yorba Ave., #1, Chino; debts: \$59,673, assets: \$59,300; Chapter 7.

Patrick J. Franzese, fdba Peach Tree Restaurant, Pat's Pizza, A Pizza Place, 22840 Sterling Ave., #5, Palm Springs; debts: \$563,550, assets: \$267,500; Chapter 7.

Pehr Danielson, fdba Orchid Anni's, 305 El Portal, Palm Springs; debts: \$464,121, assets: \$257,500; Chapter 7.▲

New Business Listings

Alpha Cellular 2935 Chino #E3, Chino Hills, CA 91707 Kim Brunier

Alpine Trout Lakes 440 Catalina rd., Big Bear, CA 92315 Judith Beglin

American Family Theatres 500 Lakeside Ave., Redlands, CA 92373 James Brand

American International Trading 2281 Crescent Circle, Colton, CA 92324 Selvadurai Johnson

American Traffic Safety Products 948 E. Belmont St., Ontario, CA 91761 Howard Haigh

Angelo Dilena 14610 La Mesa, Victorville, CA 92392

Amy's Cafe 16304 Main St., Hesperia, CA 92345 George Scouros

Ann Jewelry 13680 Bear Valley Rd., #4, Victorville, CA 92392 Ngan Nguyen

Ar-View Satellite 22644 Seeley Drive, Crestline, CA 92325 Danny Knefelkamp

Arco Service Center 4910 Holt Blvd., Montclair, CA 91763 Garnik Yousafian

Arm Fabricators 17946 Redding St., Hesperia, CA 92345 Mary Ashby

Alpha Electric Co. 441 Cliffwood Ave., Brea, CA 92621 Steven Guarnaccia

Alpha Liquidators 6185 Salem St., Chino, CA 91710 Romelito Aquino

Alternative Therapy 14075 Hesperia Rd., Ste 107, Victorville, CA 92392 Denny Frederick

American Gas and Mini Mart 9111 Citrus Ave., Fontana, CA 92335 R.G. Petroleum

America Thrift 456 W. Baseline St., San Bernardino, CA 92410 Baldomero Mendoza

American Cabinets 3873 Carter Ave., Riverside, CA 92501 Hartman Entp In.

American Family Theatres Carousel 155 Carousel, San Bernardino, CA 92401 Thomas Brand

American Gas & Mini Mart 9111 Citrus Ave., Fontana, CA 92335 Reza Sadaghiani

American Satellite 1042 N. Waterman Ave., San Bernardino, CA 92410 David Bird

American Screenprinting 9541 9th St., Rancho Cucamonga, CA 91730 John Deloach

Americas Propane Parts & Svs Inc. 1975 S. Riverside Ave., Bloomington, CA 92316

Amerind Enterprises 8687 Grand Ave., Yucca Valley, CA 92284 Barti Vaidya

Ann & Kicos Mobile Photo Copy Svc. 12566 Elm Croft, Victorville, CA 92392 Francisco Villarreal

Ann Jewelry 126 N. Alhambra Ave. #A, Monterey Park, CA 91754 Nganhai Nguyen

Anabear Trucking 19644 El Rivino Rd., Riverside, CA 92509 Greg Gipson

Anderson Business Services 17165 Main St., Hesperia, CA 92340 Paula Anderson

Antiques & Unique 452 N. Mountain, Ontario, CA 91762 Vincent Rotondi

April Sue Crowder 7770 Grape St., Highland, CA 92346

Arcelia C. Magana 18216 8th St., Bloomington, CA 92316

Arco Am-Pm 2339 N. Euclid, Upland, CA 91786 James Borba

Arcos Am-Pm 9533 Foothill Blvd., Rancho Cucamonga, CA 91785 Ram Singh

Aries Beauty Salon 15556 7th St., Victorville, CA 92392 Agustin Astrada

Arredondo Auto Tune Up's 15441 1/2 Merrill Ave., Fontana, CA 92335 Sergio Arredondo

Arrowhead Aftercare 27007 5th St., Highland, CA 92346 Gary Bobbitt

Aguilar Engineering Services 937 S. Via LTA # 500, Redlands, CA 92374 Ceazar Aguilar

New Building Permits
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NEW
COMM'L
\$2,624,496
64

OFFICE WRHS BLDG.
OWNER: Inland Empire Venture, 11041 Inland Ave., Mira Loma, CA 91752. Contractor: Fullmer Construction, 1725 South Grove Ave., Mira Loma, CA 91761 (909) 947-9467. Project: 11041 Inland Ave., Mira Loma.

NEW
\$768,745
123

SFR & ATT GAR
OWNER: Canaday & Co., 2912 S. Daimler St. #2, Santa Ana, CA 92705 (714) 241-9544. Project: 28069-28153 Cannon Dr., Sun City.

NEW
\$1,634,305
131

SFR & ATT GAR
OWNER: Shannon Communities, 4275 Executive Sq. 41, La Jolla, CA 92037 (619) 546-0948. Project: 44796-44847 Bananal Wy., Temecula.

NEW
\$1,865,900
27

23 SFR'S @ \$60.6M TO \$91.M
OWNER: J M Development, 18400 Von Karman, Irvine, CA 92714 (714) 440-7200. Project: 42819-42999 Berkley Ave., Hemet.

NEW
\$874,800
7

7 SFR'S FROM \$104.9M TO \$144.7M
OWNER: Del Web Corp. 39755 Washington St., Bermuda Dunes, CA 92201 (619) 772-5300. Project: 78606 Gorham St.; 78101-57 Jalouse Dr.; 78247 Larbrook; 78286 Links; 38585 Ryans; 38447 Waverly, Bermuda Dunes.

NEW
\$585,030
9

8 SFR'S & ATT GAR
OWNER: Webb C. Del, P.O. Box 29040, Phoenix, AZ 85038 (619) 772-5300. Project: 38063-41 Grand Oaks Ave.; 78070 Hunter Pointe Rd.; 78314 Links Dr.; 78902-78922 Chardonnay Way, Bermuda Dunes.

NEW
\$1,948,700
28

25 SFR'S @ \$60.6M TO \$91.M
OWNER: J M Development, 18400 Von Karman, Irvine, CA 92714 (714) 440-7200. Project: 42873 Masonic Dr.; 24952-25024 Steiner Dr., Hemet.

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New Business Listings

Airport Spirit's Inc. 7000 Merrill #6, Chino, CA 91710

Al Idelbi Entp. 12135 Michigan Ave., #31, Grand Terrace, CA 92314 Suzanne Al Idelbi

B & J Printing 41348 Big Bear Blvd., Big Bear Lake, CA 92315 David Schulte

B & R Trucking 134 Tippecanoe #A, San Bernardino, CA 92404 Bruce Williams

BSE Records 243 E. 48th St., San Bernardino, CA 92404 Leroy Wainwright

Badd Computer Techs 25486 4th St., San Bernardino, CA 92405 Deborah Weniger

Baker Cablevision 400 W. Baker Blvd., Baker, CA 92309 Richard Johnson

Basket Shop 36600 Ghost Town Road, Yermo, CA 92398 Robin Fikstad

Beck Properties 5061 Brooks St., Montclair, CA 91763 Damon Hernandez

Belt Communications 8659 Hillside Rd., Alta Loma, CA 91701

Bleachers Sports Bar 3757 Riverside Drive #A, Chino, CA 91710 Nick Tito

Botanica Oya 9368 Sierra Ave., Fontana, CA 92335 Dina Ponce

C & C Interprise 11065 Muirfield Drive #A, Rancho Cucamonga, CA 91730 Freddie Senior

Central Purchasing Inc. 566 Inland Center Drive, San Bernardino, CA 92408

Chino Valley Ranchers 13149 5th St., Chino, CA 91710 Steven Arthur

Communications Accessory Outlet 955 South "E" St. #C, San Bernardino, CA 92407 Amos Scott

Country Corner Cafe 811 Front St., Needles, CA 92363 Lorri Kerbrat

Cox Commercial & Industrial 3351 12-M Inland Empire Blvd., Ontario, CA 91764

Creative Marketing Promotions 1319 Rees Court, Redlands, CA 92374 Samuel Bertrand

Cutting Edge Landscaping 16410 Mesquite St., Hesperia, CA 92345 Dora Cruz

Citivu 8366 Branchwood Pl., Rancho Cucamonga, CA 91730 James Peugh

Clear-VUE Window & Screen 8649 Yuba Rd., Phelan, CA 92371 David Barton

Communications Accessory Outlet 955 South 'E' St. #C, San Bernardino, CA 92407 Amos Scott

Computing Solutions 2342 Calle Bienvenida, Chino Hills, CA 91709 Frank Chin

DJ's Saloon 4063 N. Sierra Way, San Bernardino, CA 92404

Davis Pools 14539 Hillcrest Drive, Fontana, CA 92335 James Davis

Designs By Marilyn 17070 Walnut Village Pkwy., Fontana, CA Villamor Usita

Distinctive Decorative Interiors 5640 Riverside Drive #59, Chino, CA 91710 Michael Boim

Djs Super Deals 1902 W Valley Blvd., Colton, CA 92324 Margaret Warlick

Diana's Auto Sales 3934 Mtn View Ave., San Bernardino, CA 92405 Diana Borreg

Pride Inc. 12570 11th Ave., Victorville, CA 92392 Rozella Tille

Prime Time Marketing 4920 Hermosa Ct., Yucca Valley, CA 92284 Robert Kays

Printing & Promotion Plus 930 S. Mountain View #200, Colton, CA 92324 Linda Melzer

Priority Alarm Co. 6944 Seine Sve., Highland, CA 92346 Robert Franz

Progressive Fastening System Inc. 9269 Utica Ave. #140, Rancho Cucamonga, CA 91730

Publication Unlimited 842 S. Mountain Ave., Ontario, CA 91761 Maria Acks

Pure Green Lawn Treatment Co. 5141 Mission Blvd., Ontario, CA 91762 Angela Fox

Purrfect Auto Service #2 11075 Central Ave. #C, Ontario, CA 91762 A. Azza

Quality Art Design 1902 W. Valley Blvd., Colton, CA 92324 Feliciana Antkowiak

Quality Auto Glass 2484 Chertle Ct., San Bernardino, CA 92407 Octavio Santoyo

Quality Services 17175 Sequoia, Hesperia, CA 92345 Karen Lanfranca

Quantum Visions Production 1403 E. Brockton Ave., Redlands, CA 92374 Howard Sanders

Quartz Creek Technical Services 1740 Colcrest Ave., Upland, CA 91784 Homer Mosley

Quest Enterprises 1526 Banyan St., Ontario, CA 91761 Peter Laohoo

Quickflash Photography 55232 Airlane Drive, Yucca Valley, CA 92284 Ted Boesch

Quiet Place Studio 7839 Aster Ave. #2, Yucca Valley, CA 92284 Lawrence Rivers

R & D Enterprises 10798 Ramona Ave., Montclair, CA 91763 Ron Lindsey

R & M Watertech 9496 Balsa St., Rancho Cucamonga, CA 91730 Robert Kreykes

R & R Lighting Co. Inc. 5171 Edison Ave., Chino, CA 91710

R B Trucking 84595 9th St., Trona, CA 93592 Robbie Barker

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RMC Typing Service 1005 N. Center Ave. #5312, Ontario, CA 91764 Carolyn Spencer

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Rainbow Unicorn 12400 Cypress #160, Chino, CA 91710 Rose Barker

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Rambertos 1705 S. Tippecanoe Ave., San Bernardino, CA 92408 Vinicio Garcia

Rancho 1 Hour Photo Service 9339 Foothill Blvd., #J, Rancho Cucamonga, CA 91730 Zahid Mansoor

Rancho Cucamonga High School 11801 Lark Drive, Rancho Cucamonga, CA 91701 Michael DiMilo

Randy's Auto Sales 10993 Central Ave., Ontario, CA 91762 Moustafa Houssari

Ravaquitos 4277 50th St., #104, San Diego, CA 92115 Maria Escalante

Ray's Art 3515 Leroy St., San Bernardino, CA 92404 Maggie Williams

Raymond Community Care Home 8379 Garden St., Rancho Cucamonga, CA 91730 Cynthia Rolinson

Re/Max of California & Hawaii 52 Malaga Cove Plaza, Palos Verdes Peninsu, CA 90274

Rea House Wood Factory 12740 Tonkin Ave., Yucaipa, CA 92399 Cheryl Benton

Real Dreams 6385 Beechwood Ave., San Bernardino, CA 92407 Ettore Pozzo

Realty World Perry Mason 12867 Mountain Ave., Chino, CA 91710 Eileen Perry

Red Barn Realty 73665 Twentynine Palms Hwy., Twentynine Palms, CA 92277 Brenda Goodin

Red House Wood Factory 12740 Tonkin Ave., Yucaipa, CA 92399 Harlon Benton

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Redlands Camera 129 E. State St., Redlands, CA 92373 David Laycock

Redlands Jewelers 7 N. 5th St., Redlands, CA 92373 David Ahlers

Reliable Auto Wrecking 4039 E. Mission Blvd., Pomona, CA 91766 Edward Walley

Reliable Graphic Service 13580 4th St., Yucaipa, CA 92399 William Pressey

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Recon Pallets Mfg. 1006 S. Willow Ave., Rialto, CA 92376 Steven Esqueda

Republic Business Forms 1814 Commercenter West #G, San Bernardino, CA 92408 Steven Newman

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Richard Shannon Fealey 11332 Hollyvale, Victorville, CA 92392

Right Touch 2123 Hacienda Ave., Chino, CA 91709 Mark Quade

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Roadway Global Air Inc. 800 N. Haven Ave. #450, Ontario, CA 91764 Robert O Purcell

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Rodeo Western Wear 295 E. Caroline, San Bernardino, CA 92408 Wilfred Madrid

Rojas Tailors 1675 E. Highland Ave., San Bernardino, CA 92404 Jose Rojas

Rose Bowl Lea Market Rosebowl/Pasadena, San Bernardino, CA 92412 Trader Publishing

Rosie's Mini Mart & Liquor 1349 Mt Vernon Ave., Colton, CA 92324 Hae Lee

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Rumors 1025 Calimesa Blvd., Calimesa, CA 92320 Evelyn Hanson

Running Springs Old Country Coffee 32019 Holiday Ln. Running Springs, CA 92382 Luis Garcia

Rush Truck Center 14490 Slover Ave., Fontana, CA 92334 Tom McKellar

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S & R Wholesale 7763 Via Capri, Burbank, CA 91504 Issam Kandlft

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SSCC7714 Madrona Ct., Fontana, CA 92336 Charles Bennett

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Saffer Living 691 Silverwood Ave., Upland, CA 91786 Carolyn Metzger

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Sal's Market 7576 Sterling Ave., San Bernardino, CA 92410 Hoda Salame

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Salon 29 6011 Adobe Road, Twentynine Palms, CA 92277 Lonnie Cash

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Sancom Plus 12745 Central Ave., #617, Chino, CA 91710 Norman Sandhu

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Santa's Workshop 7467 Cibola Trail, Yucca Valley, CA 92284 Tom Christmas

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Satellite TV Concepts 15707 Palo Alto Ave., Chino Hills, CA 91709 Steven Easlon

Satisfaction Mold and Tool Inc. 201 S. Wineville #C, Ontario, CA 91761

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Sawka & Co. 3873 Orchid Dr., Highland, CA 92346 Deborah Sawka

Sbsg 1219 Bon View Ave., Ontario, CA 91761 David Stokes

Schiros Liquor 410 E. Holt Blvd., Ontario, CA 91761 Michelle Huynh

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