

1-2001

January 2001

Inland Empire Business Journal

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Close Up



Donald F. Averill
see Page 9

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VOLUME 13, NUMBER 1

JANUARY 2001



The traditional architecture, lush green leaves, and colorful flowers seen at the Humble Administrator's Garden in Suzhou, China is typical of a Chinese classical garden. The Humble Administrator's Garden is maintained by the Suzhou Classical Garden Architecture Company.

AT DEADLINE

Luxury Apartments to be Added to Empire Lakes Center

General Dynamics Corporate Real Estate (GD) has announced the sale of 20 acres in the Empire Lakes Center to Texas-based JPI for the construction of a new residential community — Jefferson at Empire Lakes.

Adding a high-end residential development to Empire Lakes Center has been a key goal of GD. The Jefferson project will allow people who may work at the various office and retail buildings planned on the property to live at Empire Lakes, thus reducing traffic and keeping traffic onsite. Thereby supporting the economy of Rancho Cucamonga.

The addition of the project to other developments at Empire Lakes Center, will help to create a true "mixed-use" site, combining the golf course, offices, onsite employment and residential communities, while preparing the center for additional office and retail

continued on page 4

JPI of Ontario Forms Alliance to Honor the Beauty of Chinese Gardens

A visit to the city of Suzhou in China would not be complete without a tour of its world-renowned classical gardens. A gentle balance of vegetation, water, stone, and traditional Chinese architecture, the classical gardens represent a harmonious existence between man and nature.

Delicately constructed pavilions nestle snugly against ponds and streams, suggesting support of the natural environment rather than destruction of it. These gardens date back to the sixth century B.C., and throughout history millions of people have walked through them and have been affected by their beauty.

Over the past 30 years, the upkeep of these historical classical gardens, as well as the construction of new ones, has been the responsibility of the Suzhou Classical Garden Architecture Company (SCGAC). Regarded as the premiere designer and constructor of traditional Chinese classical gardens, SCGAC has built and restored classical gardens throughout China and abroad. They have received nationwide recognition for their first-class work, and are held in high acclaim by the Chinese government.

Through a strategic alliance with an

continued on page 38

Chancellor Reed Discloses a Refreshing Approach to Benefit Educational Growth

by Janice Prizzi

You may wonder what is being done to promote education in the Inland Empire—more specifically, the subject of college degrees for all students. The scope of this complex issue has been clearly spelled out by California's state university chancellor, Charles Reed.

During a damp day in December, the chancellor provided warming rays of perception for California's previously troubled educational future, in an event-filled stay at

California State University, San Bernardino.

His visit was prompted in part by a commitment to visit all of California's 23 campuses

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A Special Message To You

Thanks to you, the Inland Empire Business Journal has ended the millennium with its most successful year to date.

We appreciate the confidence placed in us by our advertising partners, as much as they and our readers appreciate the efforts of our columnists, correspondents, writers and staff.

Over the past decade, we have evolved in our style and our perspective. What began as a large tabloid-style paper, has become a business friendly, monthly publication with its thumb on the pulse of Riverside and San Bernardino Counties.

Each month of the past year was the best month of its kind ever for this publication.

We believe that such success and such support will continue, with even better reporting and even better marketing of our area's businesses in the year 2001.

Your continued success is our continued success.

WOMEN & BUSINESS EXPO, MAY 11, 2001

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INLAND EMPIRE business journal

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Vol. XIII, No. 1, January 2001 – Inland Empire Business Journal is published monthly by Daily Planet Publishing, Inc., 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. (909) 484-9765. Bulk rate U.S. postage paid, Ontario, CA, permit No. 1. Send address changes to: Inland Empire Business Journal, Circulation Dept., 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Information in the Inland Empire Business Journal is deemed to be reliable, but the accuracy of this information cannot be guaranteed. The management of the Inland Empire Business Journal does not promote or encourage the use of any product or service advertised herein for any purpose whatsoever. Neither the information nor any opinion, which may be expressed herein, constitutes an endorsement, or solicitation, for any purpose, or for the purchase or sale of any security. "Inland Empire Business Journal" trademark registered in the U.S. Patent Office 1988 by Daily Planet Publishing, Inc. All rights reserved. Reproduction in whole, or in part, without written permission, is prohibited. Manuscripts or artwork submitted to the Inland Empire Business Journal for publication should be accompanied by self-addressed return envelope with correct postage. The publisher assumes no responsibility for their return. Opinions expressed in commentaries are those of the author, and not necessarily those of the Inland Empire Business Journal. Subscription payment must accompany all orders for the monthly journal or annual Book of Lists. Copyright © 2001 Daily Planet Publishing, Inc.

COMMENTARY

The Roads That Are Named With Good Intentions

by Joe Lyons

Just how many names do California highways need, anyhow? The 71 Freeway, for example, has three names on its run from Pomona to Corona. Other roads, like Interstate 15, have several names because local legislators have named their stretch of concrete after their cities. Thus the 15 is called the Devore until it becomes the Ontario. Somewhere along the way, the Pomona Freeway becomes the Moreno Valley.

You might blame the Los Angeles radio traffic reporters for most of this confusion. They like to talk about the Artesia approach to the Golden State. No map lists the Artesia or Golden State Freeways, but that has very little to do with the colorful broadcast commentary. It used to be that some stretches of road were named for where you were headed. Thus, we got the San Bernardino Freeway, as well as the Pomona and the Riverside. Of course, the San Bernardino is also the Santa Monica ... isn't it?

The fact that Interstate 10 runs out through the desert on to Phoenix, Tucson and points east across America, has little to do with

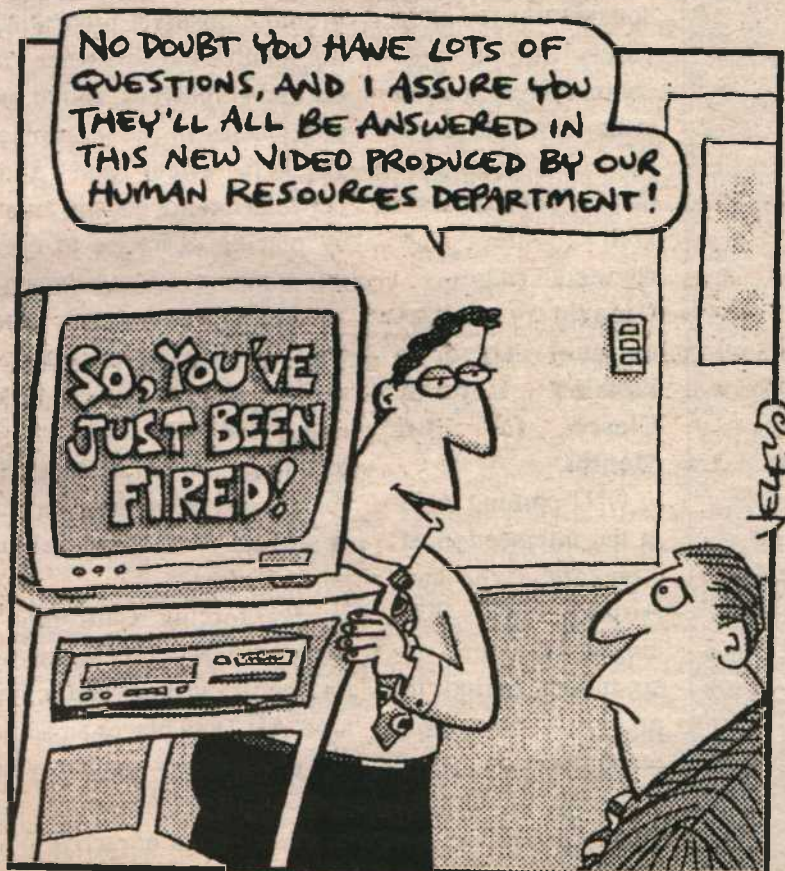
what elitist Californians like to call it.

There was a time when a designation like Route 66 said everything we needed to know about a particular road. Today, every town along the route wants its name on a part of it. We have to presume that people are hoping that some guy in a helicopter will mention their town on the air, when they report a six car fatality with a three-hour SIG alert.

Then there is the matter of the new Foothill Freeway that will also be the 30 and the 210. It is surprising that no one has suggested calling it the La Verne or Fontana Freeway.

Lose the names! They are not on the map and they are not the official designations. They only serve to confuse people. It is bad enough that men get stereotyped as not asking for directions. With this arbitrary naming practice, it is no wonder.

There is only one road here in California that can justify a name instead of a number. And that is because it precedes numbers. El Camino Real. The historic Spanish Kings Highway. Except for that one road, let's forget the publicity games and go by the numbers.



LETTER TO THE EDITOR

Rolling Black Outs are coming in 2000, 2001, 2002 and probably in 2003 and 2004; they will get worse before they get better.

Recent newspaper articles concerning the shortage of electricity and the increased cost of natural gas did not, in my opinion, correctly address the true reasons for these problems.

It is my opinion that now is the time to give full credit to those nice people of the Sierra Club, the Greens, and other hare brained environmentalists and Consumer Activists who have done everything they could to make it more difficult for the gas and electric companies to do their jobs of servicing the public.

It is my opinion that if the environmentalists had not prevented the construction of the large Atomic Power Plant at Coral Beach, near Malibu, by the Department of Water and Power of the City of Los Angeles, we would not have had the current power shortage, and less use of natural gas to produce electricity would have reduced the recent peaks in the cost of natural gas. We have not built a major power plant in California in over 10 years. The result is that new power plants will cost much more than they should have.

Natural gas is a finite resource, and at the present rate of consumption in the United States, most of the gas in the lower 48 will be gone by the year 2020. The cost of the available supply will probably double every six years until it is no longer economical to use it for heating and cooking in single family homes.

As a small stockholder in Southern Calif. Edison and an ex-stockholder in Pacific Gas and Electric, I am sick and tired of the consumer activists and environmentalists who do everything they can to increase the cost of doing business for the utilities in our state. (Extra security and late design changes probably cost P.G. & E. \$100,000,000.00 on the Diablo Canyon Atomic Plant.)

One fifth of the electricity in Calif. is already produced by environmentally clean atomic power plants. We need about 10 new large Atomic Power Plants so that we can stop wasting natural gas and other fossil fuels that our children will need.

My Edison International Stock has been much less profitable than my utility stock in companies in other states so I intend to sell it with the hope that the consumer activists and environmentalists freeze in the dark.

Yours truly, William G. Blake

YOU, Get Out of My Store!

by Mike Carson, Carson International

Wow, could you imagine a store owner, manager, or other business owner saying this to one of their customers? "Not on your life," you say. The sad truth is that with all the talk and the posters, and signs professing customer satisfaction, most businesses still struggle with this vital aspect of their business. Since the 1980s, the business focus has been trying to shift to a more customer-focused attitude. Why is it then that customers still feel pushed away from businesses where they would like to purchase products?

The simple answer is that customer satisfaction requires a cultural change in the business—not slo-

gans, fake smiles, and an ad campaign, "WE CARE!" Cultural change, like most things in business, require effort and lots of it over a long period of time. Many businesses I encounter seem to think that they can boost sales via customer satisfaction, by creating a program or campaign to get everyone in line with this latest and greatest idea. After all, it is a great idea, isn't it? "All of the people who work for me are customers of someone, and thus, they know how they want to be treated, so they will treat my customers that way, right?"

Gosh, if it were that easy to change human nature, customer satisfaction would be a non-issue.

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At deadline...

continued from page 1

opportunities.

JPI is one of the country's top developers of residential real estate that specializes in the development, acquisition and construction of high-end, upscale, prominent communities. Empire Lakes Center is a 380-acre master planned, mixed-use development, and is home to the Empire Lakes Golf Course and the Fairway

Business Centre.

Temporary Milk Price Increase is Welcome News for Dairy Farmers

An expected increase in the price of milk this month is welcome news for the state's dairy farmers who have been reeling from the lowest farm prices since the 1980s, according to the California Department of Food and Agriculture (CDFA), which also noted, however, that economic signs also point to a possible price reduction in February.

The CDFA announced that the

minimum farm price for whole milk will go up about 15 cents per gallon, with reduced fat and nonfat milk due to experience lesser increases. CDFA economists reported that an early December increase in butter demand has been driving the milk price hikes. However, butter demand has already lessened, so it's possible that the farm gains will be lost again in February.

CDFA is required by law to calculate the minimum farm price, which is the price that processors must pay dairy farmers. The farm

price is different than wholesale and retail prices, which are not regulated. Dairy farmers typically receive one-third to one-half of what milk sells for at retail.

While market forces may lead milk retailers to pass on higher costs to consumers, Californians are currently paying less for milk than they were a year ago, according to price survey information compiled by A. C. Neilsen. The retail cost of milk can vary by more than a dollar per gallon in some cities. CDFA urges consumers to shop wisely for the most competitively priced milk. More information is available at the department's Web site at: www.cdfa.ca.gov.

Ontario International Airport's Parking Lot F Closed for 4-6 Months

ONT parking lot F, at the intersection of Vineyard Ave. and Airport Drive, has closed for a four- to six-month period to prepare for the reconstruction and widening of Airport Drive from two to six lanes. Lot A at Grove

Ave. and Airport Drive will remain open for remote parking and free shuttle service.

California Chamber Protests AB 1889, Joins Lawsuit

The California Chamber, along with other employer representatives in the state, has filed a lawsuit in U.S. District Court against a law set to take effect on Jan. 1, that severely restricts employers' ability to deliver — and employees' ability to access — balanced, accurate information about the pros and cons of union representation.

The new law, AB 1889 (Cedillo) prohibits employers who receive state funds to assist, promote or deter union organizing, and would require employers to keep minutely detailed records to track goods, services and funds received from the state, in order to avoid violating the provisions of the bill, according to the Dec. 15 issue of "ALERT," the chamber's publication. The chamber believes that this is an unreasonable, unnecessary and expensive burden to place on employers.

The bill also limits employees' rights to seek and obtain management's perspective on the impact union representation might have on the work environment. Employees will be denied information that could help them make an informed decision.

The chamber's mission is to promote positive, proactive working relationships between employers and employees, and to increase efficiencies in the workplace. AB 1889 in effect puts a wedge between employers and employees by placing obstacles to open and fair communication between them.

The law attempts to supercede federal rules that encourage open and fair discussion regarding labor issues. The federal National Labor Relations Act (Section 8 (c)) specifically establishes an employer's right to free speech in the labor context.

By forcing California businesses to waste precious resources on report writing and other red tape, AB 1889 places an additional and unnecessary regulatory burden on California companies, making the state a less attractive place to do business.

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Tribal Cooperation Act of 2001

by Rod Jackson

The future of law enforcement on and near California's Native American lands may well be determined during the upcoming 2001 California legislative session.

After years of cross-jurisdictional sniping between tribal and non-tribal police, legislation is being proposed this year to resolve tribal and state jurisdiction conflicts once and for all.

"Why should I care?" you ask. Because it may determine how safe you are working on, traveling through or visiting, lands which fall within the authority of 67 different Native American tribes in California.

If you've ever visited a premium outlet mall on a reservation or spent an evening at an Indian casino, or if you like camping, hiking or fishing on reservation lands, the outcome of this legislation concerns you. Ever since the U.S. Government began dealing with sovereign Indian nations, there's been a problem with just how states and tribes deal with the practical issues of law enforcement. Tribal governments have ultimate say on the day-to-day governing of their lands; state governments have ultimate say on the day-to-day governing of the lands that surround those tribal lands.

"Tribes are governments and have an inherent right to provide law enforcement services on their reservations," says Brenda Soulliere, the first vice-chairwoman of the Cabazon Band of Mission Indians. "The Cabazon Band takes its sovereignty very seriously." The sticky issue has always been — where do you draw the line when the two claims to sovereignty collide?

Here is a practical example: If a convenience store is robbed on reservation lands, and a tribal police officer chases the thief over the reservation boundary, does he have the right to arrest the suspect who is no longer physically standing on tribal lands?

In theory, only the surrounding county sheriff's department or the California Highway Patrol has the right to arrest the bad guy — so

should the tribal officer just let the crook go? If he doesn't, where do you try the suspect — in a tribal court where the crime took place, or in the non-tribal county court where the arrest took place?

Another thorny problem arises when tribal lands are scattered. The Cabazon Band, for example, has reservation lands of more than 1400 acres split into four parcels which are separated by as much as 13 miles. Sheer geography dictates that when members of the tribe's 28-member police department are on patrol, they leave tribal lands and enter Riverside County to get from one parcel to another.

The U.S. Bureau of Indian Affairs trains many tribal officers in their profession, and yet once off reservation lands, non-Indians often challenge their training and status.

The Cabazons and Riverside County are currently locked in just such a dispute. In the mid-1990s, Cabazon tribal police officers responding to a medical emergency call were driving on county roads between two parcels of reservation lands in a marked police car equipped with flashing lights. The cruiser was stopped by Riverside County sheriff's deputies who felt the tribal officers had no right to use their emergency lights off reservation lands. Words were exchanged and ultimately, according to court documents, the sheriff's deputies allegedly threatened to arrest the tribal officers for "impersonating a police officer."

The outcome of this turf war between the county and tribe remains in doubt, but taxpayers and tribal members have already paid tens of thousands of dollars to finance the complicated fight in federal court.

Many of the problems between Indian and non-Indian officers in California stem from a 1953 effort by Congress to settle the jurisdiction issue. Public Law 280, which was supposed to clarify, who is responsible for what, when and where, unfortunately created more problems than it fixed. The law's "Achilles Heel" is that it gives tribes and the six states involved (including California) "concurrent"

jurisdiction when it comes to enforcing the law and establishing public safety on and near reservation lands. Put another way, no one has ultimate authority; they are supposed to work together. That obviously hasn't happened!

"It's an antiquated and inefficient way to deal with modern problems," says Mark Nichols, chief executive officer of the Cabazon Band of Mission Indians. "Poverty and crime is four times greater in 'Indian Country' than in the rest of the state. About 70 percent of the crime on the reservation is, frankly, Indians being victimized by non-Indians. Yet we don't receive equal protection under the law, because the tribes either don't have the money to afford their own police forces, or if they do, those officers don't get the cooperation they need from surrounding jurisdictions."

That is where State Senators Richard Alarcon and John Burton enter the picture. By early February they hope to have hammered out the details of a bill, loftily called "The Tribal-State Law Enforcement Cooperation Act of 2001."

"The idea is to create a justice bill which will increase public safety for everyone," says Alarcon, the current majority whip in the California State Senate.

"Ultimately, the goal is to create a process that stimulates tribes, police and sheriffs' departments, counties and the state, to work in common to provide the funds that are needed for tribal law enforcement, but which were never supplied by P.L. 280."

The legislation is an effort to put into writing a framework of inter-agency cooperation and identify funding sources to, in short, resolve many of the current conflicts facing day-to-day law enforcement on and around the 67 reservations within California's boundaries.

As with most legislation of this type, it is no simple task. You can't simply sit down and say, "This person is right — this person is wrong — now let's write a law."

"The whole concept," says Nichols, "is who knows best what

is best for a community — the community itself or outsiders? We've got this territoriality issue coming out of centuries of mistrust between Indians and non-Indians. Yet in recent years, we've made remarkable progress in improving relations between the two sides and now is the time to resolve this issue of justice once and for all."

The challenges facing the effort, however, are remarkable. The California State Sheriff's Association raises legitimate concerns about the caliber of training provided to tribal police by the Bureau of Indian Affairs. Many county governments don't have the money to provide increased law enforcement on or near reservations and they certainly haven't gotten financial support from Washington, D.C. The state of California's Department of Justice, which has ultimate authority on state law enforcement issues, often defers on tribal issues to either the tribes themselves or to the U.S. Department of Justice, the ultimate law enforcer on tribal lands. Even among the Native American tribes and bands seeking a solution, there is disagreement as to approach and content.

"Every nation," says Alarcon, "has a different interest and reason for wanting the issue resolved. Some tribes want their own police departments to better enforce the California Penal Code, which they don't now have the authority to do, because of conflicts with surrounding jurisdictions. Other tribes would simply rather contract out with local sheriffs' departments, but under P.L. 280, there's a question of whether they could even do that."

The bill to be introduced later this winter hopes to address five specific issues: recognize the right of tribal police to do their job; standardize the training of tribal police; establish reciprocity between tribal and non-tribal jurisdictions; establish a method for arbitration and, hopefully, identify a way to find money to pay for it all.

"A chief goal is to declare that the federal government has to begin paying for something the federal

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Education First Program Serves Children of Homeless Families

Providing quality education to homeless children can be a difficult task for both educators and families, as a result of the many challenges homeless youths face. Education First, a collaborative program for homeless children, founded by Children's Fund of San Bernardino County, relies on strong partnerships as the foundation for offering a successful school program to serve children of homeless families.

Established in 1922, Education First was originally sponsored by Children's Fund and other social service agency partners, along with the San Bernardino County Superintendent of Schools (SBCSS) office. SBCSS also staffed and operated the educational component of the program, which is now based in the San Bernardino City Unified School District.

Two of the program's key partners — Children's Fund and San Bernardino City Unified, gave the San Bernardino County Board of

Education an overview of the program at the board's recent meeting. Arturo Delgado, San Bernardino City Unified superintendent, and Bonnie O'Connor, executive director for Children's Fund, explained the program's goals, operational objectives, service providers and sources of funding.

The Education First program began in September, 1992, in order to provide a holistic educational program to children in homeless situations, primarily in the San Bernardino, Rialto and Fontana areas. The program operated out of locations based both in Fontana and San Bernardino; was staffed by two teachers and two educational assistants, and serviced more than 300 students — kindergarten through grade 12.

In July, 2000, San Bernardino City Unified agreed to take over the educational component of the program and provide classroom settings at Cole Elementary, Curtis Middle and Pacific High. "We began working last year with San

Bernardino City Unified and Children's Fund to place our Education First homeless students in classrooms in school district campuses," said County Superintendent Herbert Fischer. "We are of the belief that learning and family support services for these students can best be met in a comprehensive school environment. For homeless children to have access to the education they deserve, this type of collaborative program is essential."

According to O'Connor, Education First is designed to assist homeless youths who have: difficulty getting to school; decreasing educational attainment and increasing likelihood of dropping out of school; behavioral health issues; transportation barriers, and lack of family support for educational success. The program combines an academic curriculum delivered by specially trained staff, case management, family stabilization, transportation, and medical services to meet the needs of not only the homeless students, but also their families. The case management component of the program is facilitated in a partnership with the Community Services Department.

"Our primary objective is to transition homeless children back into the mainstream of the public school setting, by providing temporary stabilization services and addressing both the academic and psychosocial needs of the children and families," explained O'Connor. Some of those needs include basic services, such as: food, clothing, shelter, employment counseling and job training. "The program definitely supports children who otherwise would not be receiving an education," she added.

Delgado noted that the San

Bernardino City Unified program is now serving about 60 students a day — currently 32 at Cole, 18 at Curtis, and seven at Pacific. About 80 percent of the students are from the San Bernardino area, with the remaining students coming from Fontana, Redlands, and Rialto. "The students are merging into the selected school sites and doing fantastic, both academically and socially," said Delgado. "We are pleased to be a partner, and hope that together with Children's Fund, we can model the program for other school districts, so that even more children in homeless situations can be reached."

Additionally, the county board recognized those agency partners, volunteers and supporters of Education First, for their dedication and commitment to the program. The Children's Fund Board of Directors, Children's Fund Board Chair Mark Ostoich, San Bernardino City Unified, and Education First past-principal, George Bowser, were among those recognized for their service to homeless youths and their families.

Children's Fund was designed to serve as a safety net for children in need throughout San Bernardino County, by providing funds and services as quickly and efficiently as possible, and developing and enhancing partnerships to improve services to children. Children's Fund works to gather monetary and in-kind donations to support the Education First program, while other participating partners work to provide the direct service components to students and their families.

Other Education First partners include the Department of Public Health, Department of Behavioral Health, the Department of Children's Services, and Children's Network.

Act of 2001...

continued from page 5

government has mandated," says Alarcon. "There may be an opportunity for federal grants for operating tribal police forces, and grants for training officers, or at least identify money to help the tribes apply for the money that we know is out there, but which the folks in 'Indian Country' don't now take advantage of."

"This legislation," Nichols agrees, "could allow the tribes to go after federal 'Cops' grant money directly or would force the state to go after those grants on behalf of the tribes. Federal grants now going to the tribes don't go to law enforcement, and there certainly isn't any money coming from the California Department of Justice for tribal enforcement."

Many are convinced 2001 is the time to finally resolve the nearly half-century-old problem. Economics, as is often the case, is a major underlying pressure. Alarcon is convinced that the state's Native American population

is on the verge of becoming a major economic player in the state now that the issues of gaming on reservation lands seems to finally be resolved.

"With all the economic development on tribal lands, they're enhancing the state," says Alarcon. "I don't think they're given enough credit for creating thousands of jobs in this state for tribal members and non-tribal members alike.

"They're resolving their own problems and providing services to their communities. In some cases, they even are doing so for communities outside their jurisdiction, especially where non-tribal members get work building or operating Indian-operated casinos. To me this is an issue of empowering them to do more good."

Mark Nichols, speaking on behalf of the 67 California tribes with reservation lands says simply, "These issues have been dealt with in every state with Public Law 280 problems — except California. It is time to resolve them here."

We'll see whether the California Legislature agrees this spring.

Complaints...
Praise! Suggestions? E-Mail us @
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CORPORATE PROFILE

Gorgeous Roses Mean Love, Romance and Big Business

by Jon Morris

Singer Barbra Streisand has her own rose. So does Queen Elizabeth. Not to mention talk show host Rosie O'Donnell.

Even Betty Boop, the beloved animated character, has been honored with a rose that matches her for spunk, sparkle, style and stamina.

Weeks Roses at 430 E. 19th St., Upland, the fourth-largest rose grower in the country, enjoys honoring numerous celebrities with their own roses.

But Tom Carruth, the company's research director, is sincere when he explains that various celebrities are enthusiastic about the roses. Many entertainers want to pick the color and variety of the flower.

"Streisand was very choosy when it came to picking a rose that would bear her name," said Carruth. "It had to have large flowers with an attractive color (lavender) — she uses the rose on the cover of her new CD; takes it on stage with her and brings it to TV interviews."

Weeks Wholesale Rose Grower Inc., founded in 1938 by O.L. and Verona Weeks, not only caters to entertainers, but offers more than 280 varieties of roses, including new hybrids, heirlooms, shrubs, climbers, field-grown miniatures and tree roses.

"We can do it all," says Carruth. "Our smaller, more personal size enables us to carefully control quality at every step."

Weeks' main office; hybridizing greenhouses; display/test garden; own-root prop houses, and grading, packing and shipping facilities are all located in Upland. The firm's production growing grounds are in Wasco, in the San Joaquin Valley.

"We have more than 1,200 acres of production facilities in the same area as many of the other major rose producers," said Carruth. "In Wasco, we can produce strong, healthy bushes that ship easily and adapt well to most climates in the United States."

November through February is shipping time at Weeks, and the company is very busy. "We go from

50 employees (in the slower period from March to October) to 500 employees for the 'crazy months.'"

Starting in early December, Weeks ships more than four million bareroot roses throughout the country. After harvesting, the roses are carefully graded and packed in strong boxes at the Upland facility. The firm then ships in temperature-controlled trucks, where applicable, either directly to customers or to "strategically located cold storage warehouses," according to Carruth.

Weeks does not sell directly to consumers, but the company's roses are widely available at most nurseries and garden centers around the nation.

The firm's research department, directed by Carruth, is responsible for the breeding of the roses. "We bring out the best in all types of proven older roses and new rose varieties, whether from our own hybridizing efforts or from international breeding firms, or amateur stateside breeders," he said.

"Spring is my crazy time," he commented. "We observe the new babies, the seedlings."

Each year at the research greenhouse, the company hand-pollinates about 24,000 flowers to produce around 200,000 seeds. After an eight- to 10-year evaluation period, culminating with the All-American Rose Selections (AARS) Trials, only about three or four varieties emerge from the group as "truly superior and market-worthy," Carruth explained.

Weeks has seen six AARS winners emerge from its new hybridizing work in the past four years. Two of the 1999 winners, Betty Boop and Fourth of July, are directly from Carruth's efforts. Sunset Celebration, a Weeks 1998 winner, was from Fryer's Roses in England. Carruth's first AARS winner in 1997 was Scentimental. Other winners were: St. Patrick, from amateur Frank Strickland; and Livin' Easy, from Harkness, an English firm, in 1996.

Carruth said development of roses by his research department is like a new invention. "The difference is that it's a plant patent. We're

now finalizing our 2002 catalog and our 2003 to 2007 catalogues are at the end of the planning stages."

"There are lots of varieties, colors and styles," he added. "People look to us for new varieties of roses."

Roses have always been the "love flower. We have a product with romance and love attached to it. Other people would love to have our product."

Carruth has always loved roses himself. He was a self-described "plant freak" while growing up in Dallas, Texas. "My folks didn't know what to do with me then. Now they are enjoying my garden at the family home."

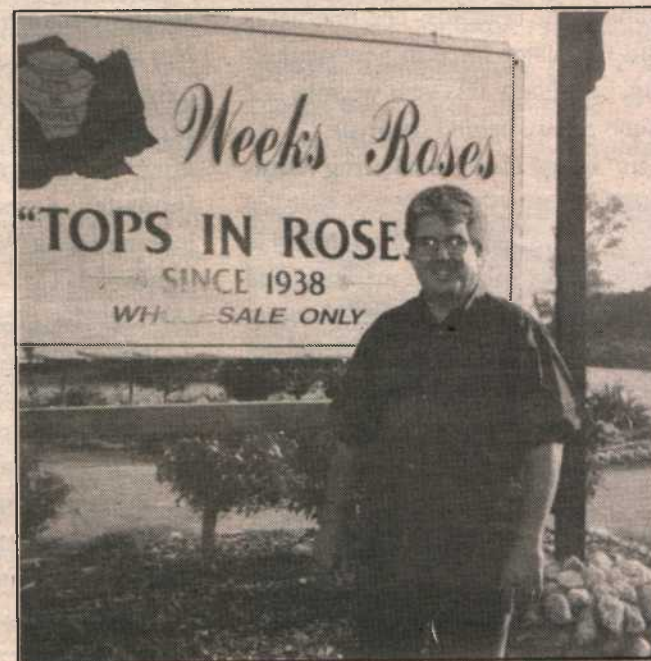
He obtained a bachelor's and a master's degree from Texas A&M in horticulture and plant breeding before coming to Southern California in 1975. "I always asked my professors if they thought I could make a living in plant breeding — and they'd all laugh. Most breeders work in food and fiber crop. There aren't as many in plant breeding."

But Carruth has already logged 27 years in his chosen field. "I was in the right place at the right time. I came to Weeks Roses in 1988 and have been here ever since." Carruth has watched the company grow and become extremely successful. Founded by the Weeks family 62 years ago in Ontario, the firm has always maintained high standards of quality and friendly service.

"Charlie Huecker and Bob DeMayo assumed ownership of Weeks Roses in 1985, and continued the company's tradition of high quality service to customers," says Carruth. When DeMayo retired in 1998, Weeks joined International Garden Products Inc., with Huecker continuing as president. Carruth observed that the new direction of the company "will only enhance our

ability to serve our customers."

As of now, he said, Weeks ships to 2,000 customers nationwide. "Our knowledgeable sales staff travels the country calling on nurseries and attending many of the local and regional trade shows."



Tom Carruth

Weeks is also proud of its full-color reference catalog, which shows each rose the firm grows, "with complete descriptive information."

Streisand's picture is on the cover of the 2000-2001 Weeks catalog, with her lavender rose, and a small caption saying "the Rose, the Artist." The 75-page catalog is quite impressive, with many celebrity roses and other flowers with interesting names. There are flowers called: Sheila's Perfume, Shocking Blue, Showbiz, Secret, Seashell, Savannah, and Arizona.

Other roses are blessed with names such as: Old Smoothie, Old timer, Olympiad, Opening Night, and Party Time. Country singers Reba McEntire and LeAnn Rimes; actress Judy Garland and the late President John F. Kennedy also have roses named for them.

And Gracie Allen, one of the most beloved comedians of her time, has a white rose with a pink heart named for her.

Weeks Roses may be reached at <http://www.weeksroses.com> or www.weeksroses.com or by calling toll free at 800-992-4409.

CORNER ON THE MARKET

The Top 8 Marketing Trends 2001

by Ron Burgess

Don't let the financial section make you think the Internet has changed its impact on marketing just because the poorly conceived and over-funded whiz kids are closing some of the dotcoms. The Internet is still the major force in new marketing, but finally this year we may see some reality behind the hype.

The integrated marketing campaign

The real power of the Internet is as a communication medium and combining the power of the Internet with traditional media will be the primary and largest trend in 2001. It won't get completely figured out this year, but more businesses will try to tie direct mail with the Web and telephone than before. Instant information makes all other media more powerful, because any one with an Internet appliance will be able to get immediate and comprehensive information about whatever they are buying.

Internet-based marketing information distribution

The integrated campaign will rely on the distribution of more information to work better. This includes e-mail, Acrobat .PDF documents, and Web pages, as well as database driven applications that

deliver information based on preferences, key words or pages viewed. New appliances will also drive this process.

Enhanced E-mail

Regular e-mail is now boring. I found myself un-subscribing from several e-mail newsletters recently. Not because the information was no longer relevant or interesting, but because I wasn't reading them as often. I found myself reading the formatted newsletters that come looking like a Web page, instead of standard HTML text. I know some can't receive these new formats, but a simple upgrade in browsers will solve most of those problems. This rich new medium is set to finally drive the e-mail business into a more mature form than plain text. Only academics actually like words with no formatting, so this will really be a winner!

Direct mail in—advertising out

Because of the incredible amount of dotcom advertising last year, traditional advertising will drop back a few notches this year. Don't expect to see nearly as many dotcom ads during the Super Bowl this year. Whew!

This development vindicates last year's recanting of the 1998 trend — "Direct marketing grows stronger, advertising grows weak-

er." The dotcom advertising blitz caught most of us off guard, but it turns out it was just a blush—which is over. I can now say that mass advertising is back on the decline ... even dotcoms, it seems, need to communicate with their own target niche, not the whole world with the same message.

One of the oldest marketing communications tricks, person-to-person sales, will see a slight rebound as the impersonal Web-only businesses realize people want assurance of product and service delivered the old fashioned way ... by people. The best will continue to be difficult to find.

Making Internet investments pay

No surprises here. Most companies will be tempted to make their site pay its way this year. But this is down the list because it is still too new to understand fully how to do so. The Internet-only companies are the ones that have to change since they have no other revenue. The rest of us will continue to put money into our Web sites without knowing the payoff! It will come, but not for most sites this year.

Internet appliances

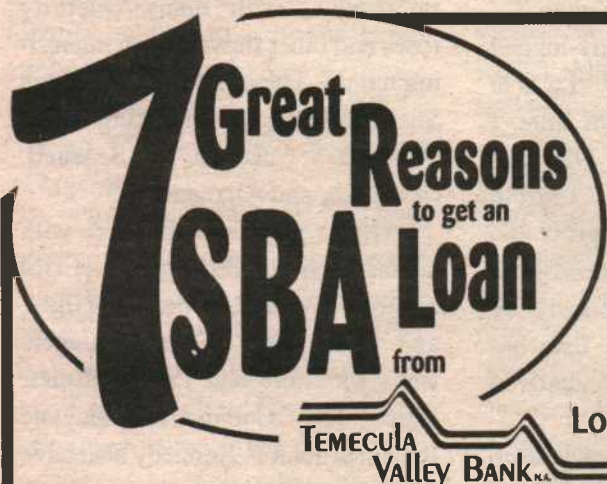
Five years ago, this column predicted the refrigerator door Internet screen. This year will bring us very close to what must have seemed like pure fantasy. But a dozen new models of Internet-only "appliances" hit the stores this Christmas. Most are built to be used in the kitchen. As

Internet appliances continue to drop in price, and homes have two or three connections in the house, the refrigerator is sure to follow. In November of 2000, the number of computers surpassed the sale of TVs for the first time ever. Add PDA (personal digital assistants, like Palm Pilot) and cell phones that are Internet enabled, and the number of Internet devices will continue to soar this year. The marketing task will be to figure out what consumers find convenient. Some will succeed and many will fail.

Interactive presentations

Of course, with the distribution system intact and integrated campaigns driving customers to product sites, the next frontier is the interactive presentation. This is a presentation of the content that will close the customer sale. Multi-media has long been the presentation of choice in corporate business, but the consumer will not be satisfied with the ho-hum of the self-designed Power Point Presentation. Well-designed presentations will start to be recognized as the final frontier in the communication battle for "top of mind" positioning. This will drive the ultimate goal ... the customer relationship.

Ron Burgess is a management consultant specializing in marketing management and technology. He can be contacted at: ronb@burgessman.com.



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CLOSE - UP

New SBCCD Chancellor Works Toward Great Goals in 2001

by John Elkins

Donald F. Averill has spent the last 39 years helping students be successful. In July he was appointed chancellor of the San Bernardino Community College District (SBCCD).

Professor Averill has big plans for the district. He believes the district is effective, but improvements should be made. He has four goals in mind: increase enrollment; help encourage the San Bernardino area's economic development; increase the district television and radio station's impact, and to make Valley College earthquake safe.

Averill believes the true roll of the community college is to provide an open door to success for students, no matter what their previous experiences. He feels that community colleges suffer from a misconception that they are mere trade schools. He considers the schools in San Bernardino Community College District comprehensive colleges that aid the economic development of the area with A.A. and certificate programs. They are not merely trade schools that also allow students to transfer to a university.

Averill feels the low percentage of high school graduates continuing in school is a regional problem. He thinks the answer may be to help students in the decision-making process. Community college instructors teach. They are not required to publish. So, their main focus is on instruction. When students are aware of the lower costs, smaller class size, tutoring, and support SBCCD can provide, enrollment will increase.

Discussing KVCR, he stated that digital technology will give KVCR television the ability to transmit six different signals at once. Averill wants to use this new ability to increase the district's use of distance learning telecourses and create an Inland Empire news channel.

Another big task will be the \$53 million project to get Valley College earthquake safe. This will change the entire layout of the campus by retrofitting five buildings, tearing down seven buildings, and building five

new buildings; the result will have more square footage.

Averill is a native Californian who was born in Los Angeles in 1938 and raised in the San Fernando Valley. For 34 years, he and his wife, Carol, lived in La Habra, where they were active in their church and Averill served on the city planning commission for 12 years, until he accepted the position of superintendent/president of Palo Verde College in Blythe, California four years ago.

The Averills have three children: Maggie, who teaches theology at a Catholic High School; Kat, who is an account executive for Tasco Oil, and D.J., a supervisor working on low voltage electronic installations.

Averill earned his doctorate in educational management at the University of La Verne and both his B.A. and M.A. from California State University, Los Angeles.

He has been in the field of education for 39 years. He started as an adult education teacher for the Los Angeles Unified School District and has progressed through teaching and administrative positions in secondary and community college educational institutions. Averill eventually became vice chancellor of educational services for Coast Community College District. Then, in 1985 he moved to the Glendale Community College District where he served as the dean of instruction and guided the economic development efforts. By 1996, he had been promoted to vice president, human resources and technology.

On July 9, 1996, Averill became the superintendent/president of Palo Verde College. During his tenure, the district started construction on a new campus; expanded its service area to include Needles; created a small business economic development center, and pulled itself out of probationary status with the accrediting commission of junior and community colleges.

A consensual interactive group process called "Future Search; Palo Verde" helped stakeholders within the community solidify the district's master plan. Averill was a real consensus builder in the process and

made a presentation of the process findings at a National Education Association (NEA) conference in 1998.

The college's relationship with the city of Blythe, the unified district and other agencies has been improved. A major program was implemented in public safety education with programs all over California, and the enrollment of the college has been doubled from 619 to 1259 full-time students. Averill was instrumental in bringing Park University to Blythe and helped start the small business development center. He was president of the Economic Development Agency for three years, and was selected to become president of the Blythe Chamber of Commerce when he was appointed chancellor of San Bernardino Community College District.

Averill, who sees himself as a facilitator between the different organizations within the district, will continue the same consensus building at SBCCD—by helping the district solidify its master plan—while leaving the different entities within the district their autonomy. While in Blythe, he was involved in Kiwanis and the Blythe Area Chamber of Commerce as a director and board member. He also served as the chairman of the Palo Verde Valley Economic Partnership.

Averill has been active in community affairs. He has been a member of two private industry councils; co-founded the Orange County Technology Exchange Center; served on the planning commission of the city of La Habra for 12 years and on the board of directors of the chamber of commerce; chaired the local American Heart Association branch, and was lieutenant governor of Division 3 for Kiwanis International.

In 1995, Averill was project manager of the Mary's Home Project for the St. Vincent DePaul Society, which is a home for families in transition and served as the chairman of the board. He is also a member of the Downtown San Bernardino Club.

Professionally, he has been an officer in the California Association

of Occupational Administrators; chair of the Occupational Education Coalition; chair of a legislative oversight committee on contract education; a chair of the Southern Human Resources Exchange, and of the association of California Community College Administrators (ACCCA) Human Resources Commission.

He has worked on major legisla-



Donald F. Averill

tion to correct California child labor law, and currently serves as an appointee on the executive committee of the Economic Development Network of California.

Averill currently serves as a member of the board of directors of ACCCA and became the president-elect of that organization in July. Recently, he was appointed to the executive committee of the Economic Development Network of California. This is the economic action arm of California community colleges.

He is also active in the Community College League of California where he is beginning work on the workforce preparation and business linkages committee of the joint committee, to develop a master plan.

It would be impossible to list all of the accomplishments of this dynamic and dedicated educator and human being. Donald F. Averill cares so much about the future of California's youth that he has committed his energies and talents to ensure that every child has an opportunity to pursue his or her own dreams, with the support of a caring and competent educational system.

COMPUTERS/SOFTWARE

If You Never Read Another Computer Article, Read This One!!

by J. Allen Leinberger

I still get e-mail from people who believe the most amazing lies.

One recent note promised more than \$400 from a company with an e-mail tracker which would pay off if you sent the note on to another 15 people. The really scary part is that the one page note was attached to 17 pages of names of people who had passed it on.

I spoke again recently to the people at Symantec. They make the Norton Utilities and the Anti-Virus programs. They also run a division called SARC, which I wrote about a couple of years ago. SARC, in Santa Monica, is the Symantec Anti-Virus Research Center and it is dedicated to finding a cure for every Love Bug and Wobbler Virus that spreads around. (Please note that Wobbler was a hoax, not a real virus.)

At that time, SARC told me that the number one way to transmit a virus was by disk. You get one from work, or your kid brings one home from school and suddenly your computer loses its files.

In just these few short years, all of that has changed. Today the Internet is the prime infester. Every time you open up your e-mail or go on line to shop or check weather or scores, you lay yourself open to a bug.

Many onramp programs, like AOL, will remind you not to open any file if you do not know the source. Regrettably, many people still open them.

They believe that Bill Gates or St. Jude is really sending them money over their computer. One such scam even promised free meals at the Outback Steak House. And people fall for this stuff!!

Remember that AOL has about

25 million members. Earthlink and Juno are right behind them. It is no wonder that a real virus like the Love Bug can circle the world in a day.

Because of this, Symantec's Norton division stays on top of every possible problem. Now, with the release of their Utilities 6 and AntiVirus 7 for Macintosh, they have also combined the two into a package called SystemWorks for Mac. This one CD combines the DiskDoctor utilities and the Virus program with the Aladdin Spring Cleaning program and Dantz's Retrospect, which saves lost files.

Packaged together, this allows you to fix fragmentation on your hard drive, as well as any floppies or Zip Drives you are running. Norton AntiVirus makes sure that everything coming in is clean. The Spring Cleaning program seeks out unused files, Internet clutter and those "cookies" I warned you about before. (If you missed it, cookies hold the so called "keys to the kingdom." Things like your social security number, credit card number and mother's maiden name. Enough information to buy out

QVC.)

One click on the iClean button and all of those unused kilobytes go away. There may only be a page here and another there, but the total can save you several megs of hard disk memory.

Norton also puts out a new Personal Firewall program designed to keep hackers out of your files. One other new yellow box from Norton is its new Internet Security program. This one combines the firewall and antivirus programs with the iClean function of Spring Cleaning. Running all of these, followed in the end by the Speed Disk which is part of the Utilities package should pretty well guarantee that the dust is out of the corners.

The Norton Programs that I speak of here are produced by Symantec for the Apple Macintosh computers, up to and including the OS X Beta systems. Windows computers have similar scanning and protecting programs. You owe it to yourself to get them, load them and use them.

And don't believe those stupid get-rich quick things that you find in your e-mail!

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EMPLOYERS GROUP

A Recap of 2000 and How it Changed the Way You Manage

by Wendy Taylor, editor, *Employers Group publications and newsletters*

No matter how you look at it, it's been a pivotal year for business. Although 2001 marks the official start of the "new millennium," 2000 laid the groundwork for the "new economy." Early in the year, all signs pointed to a world of work that has never been better: high-tech, high salaries and high hopes.

Since then, it's been a bumpy road. The stream of mega-mergers and the rise and fall of so many dot coms shook up employers and employees alike. At the same time, unemployment remains at its lowest ebb in 30 years; in fact, the *Wall Street Journal* reported on Nov. 20 that the "demand for workers is at a 25-year high," which means companies must be more creative than ever to retain employees, especially their top talent.

Just how do the year's developments—legislatively, legally, economically and in trends—affect how California companies effectively manage their human resources in this fast-paced and changing workplace environment?

We posed this question to the Employers Group's experts, asking them to answer it from their perspective as HR consultants, training and research specialists, attorneys, and our PR and legislative coordinator. The result is a recap of the year's HR news—from current labor costs and employment trends to the latest legislation, court decisions and unemployment insurance laws; as well as how employee training programs can help facilitate the changes taking place.

Economic trends and labor costs

One of the repercussions of California's heated economy on the employment landscape is the impact it had on employers' labor costs. Government and private sector barometers (i.e., the Employment Cost Index, unemployment rates, salary surveys, etc) reached high levels in 2000 as employers significantly increased

their labor costs by giving the highest increases in eight years, by expanding payrolls and by the strong demand for workers to accommodate business growth.

According to wage data collected in EG's nonexempt survey, California's strong business growth in 2000, compounded with severe labor shortages and a strong demand for hourly employees, accelerated the annual movement of paid hourly wages by 3.5 percent. In contrast, in the previous two years the annual rate of increase was 2.3 percent in 1998 and 2.4 percent in 1999.

Blue collar wages increase

The wage movements sustained in 2000 were consistent across most industries, but as shown by the wages paid to warehouse and material handling classifications, the most pronounced increases were in the wholesale and distribution sector where wages increased by 4.1 percent. The net effect of these increases was evident by the June 2000 Employment Cost Index (ECI)—a gauge of wages and benefits figures. According to the ECI, the change in compensation levels for blue-collar classifications between June of 1999 and June, 2000 increased by 4.4 percent or 1.3 percent points higher than the 3.1 percent increase recorded in the previous 12 months. And although these figures represent national averages, it is generally estimated that California's figures are equal if not higher than the rest of the U.S.

San Francisco Bay leads the state

Across the state, sharp wage movements for non-exempt personnel were reported by firms in the San Francisco Bay area. Overall, San Francisco Bay area firms lead the state in wages paid by as much as 10.3 percent as compared to the rest of the state.

Higher benefit costs

In addition to sustaining sharp labor costs due to wage increases, employers also faced higher benefits costs. In 2000, according to the June ECI, the national average benefit cost for civilian workers

rose at an annual rate of 5.3 percent. In the previous 12 months (June '98 to June '99), the increase was more moderate at 2.4 percent.

Will these sharp employee costs continue into 2001? And if they do, what effect, if any, will they have on California's business climate? The answer will depend on whether employers can continue to increase worker productivity levels above the accelerated labor costs in California's booming business environment. If they can maintain increased productivity above raising costs, economic growth will at least not be hampered by the inflation fears that come from businesses passing higher costs on to consumers.

Sacramento acts

This past legislative session has been full of interesting developments. Governor Gray Davis continues to surprise all sides as he maintains a centrist outlook on both the state's legislative agenda, and its continued economic strategies.

A number of bills were passed that grant extended liberties within the workplace, forcing human resource managers to scrutinize the new laws to make sure their company is in compliance. These include such issues as: domestic violence leaves, using state funds for organizing efforts, inspection of personnel records, meal period breaks, and disability-related practices.

This year, Employers Group has developed a concentrated legislative program to effectively address the concerns of our membership, and to continue to alleviate the burdens and intricacies of managing a human resource department and employees.

The following highlights the year's major developments in the legislature and the courts, and represents many of the subjects our members have asked for clarification about from our "Consulting Helpline."

New employment laws and regulations

AB 60, the "Eight-Hour-Day

Restoration and Workplace Flexibility Act of 1999" not only brought back daily overtime, but also it affected both employers and employees in many other significant ways. Alternate workweek schedule standards also affect election procedures and filing requirements. Analysis of exempt duties will now include the use of federal standards, which allow a broader and more reasonable approach to exemptions. Meals and rest periods take on a higher focus with new penalties for failure to grant one-hour of pay at the regular rate payable to the employee for missed meal periods.

SB 88 is a new computer professional classification under California law. This professional exemption is allowed when the employee is primarily engaged in certain computer related duties and receives an hourly rate of pay of at least \$41 an hour. This exemption covers only hourly paid employees. In addition, there is a new exemption for advanced practice nurses.

On the wage front, California now has a minimum wage of \$6.25 effective Jan. 2, 2001 and \$6.75 effective Jan. 1, 2002. This adjustment also affects the minimum salary requirement for exempts (two times minimum wage).

With the passage of AB1856, individual employees now face personal liability for violations regarding discrimination under the Fair Employment and Housing Act (FEHA). Look for more training regarding sexual harassment and other types of violation under the (FEHA).

Mandatory employment arbitration gets new life in California if six minimum requirements are met (*Armendariz v. Foundation Health*). For a complete review, see the article in EG's August-September 2000 newsletter (page 2).

Regarding handbooks, California employers now get a

MANAGING

MANAGING at the C-LEVEL

by Peta G. Penson

A friendly CEO told me the other day she figures that top executives hear about 50 dot-com sales presentations a month. "How do the good ones cut through the noise?" I asked. "It's all noise," she replied.

With all the current sparks flying about dot.coms—who will/won't make it—I found myself wondering if dot.coms have moved so fast selling their cutting edge ideas that they haven't realized the market is not on the same pace. Just because they are jazzed about their technology and innovations, they are assuming that the market will start buying as fast as they would like to sell. That's a pretty big leap of faith when you are asking people to do something they hate to do—change.

It's relatively easy to make the first sale when you've got the first-ever of something. What's more difficult, as dot-comers are discovering, is making the 100th, 1000th or millionth sale when you have to penetrate deeper into the organization and convince the higher echelon to invest in your products.

I tracked down a sales training expert, Skip Miller, president of M3 Learning in Silicon Valley and author of the just-published book "ProActive Sales Management," and asked him what we can learn from the experience of dot-coms in selling new ideas. I got an earful.

The biggest problem, according to Miller, is that marketing and sales people are not taught that there are multiple languages spoken in an organization — it's different

for managers, vice presidents, and the "C" level of CEOs, CIOs, COOs, CFOs, etc.

"Too often the emphasis in sales strategy is on product knowledge," Miller said. "When the salesperson has the features/functions down pat, they think they are ready to go out to sell it by talking about how it is quicker, smaller, bigger, cheaper or it comes in blue. That's appropriate if you are talking to a prospect who is a manager whose main concern is how the product is going to make their lives easier, but it's not the right message if you are at a higher level."

Give that sales pitch to vice presidents, Miller says, and you are likely to get a response like, "Wow that's great, but if it doesn't boost revenue or lower cost, why am I talking to you?" If the salesperson is lucky enough to get the ear of someone in the top tier, the C-level, then the message has to be entirely different. C-level folks don't care about features/functions benefits like managers, and they only have a passing interest in keeping within a budget. What captures their interest are products and services that bring about market share gains. They speak the language of value.

"Top sales people must learn to speak all three languages to be effective," Miller said. "It's like learning to speak the right language to the right person in the right country. If you are fluent in Chinese, you are not going to understand Russian. If Russian is how you communicate, you are not going to understand Greek. You have to

master all three if you want to be heard and understood by each."

Miller, who teaches seminars throughout the U.S. for the American Management Association as well as his own sales school in California, has identified five ways to a sales person which can convince a prospect at the C-level that a product or service will create lasting value:

• **ROI, return on their investment.** "It's trendy to talk about selling 'solutions' and that may be effective language at manager or VP levels, but at the C-level, you are selling them money. They want to know that the money they are going to spend is going to come back to them as increased revenue and profits," he said.

• **Time, as in time to market.** "Uptime, downtime, overtime — people will always pay for time," Miller said.

• **Risk.** This is by far the most viable language to use with the C-level, according to Miller. "Make the customer's decision more sure or less risky and they'll pay for it."

• **Motivation, also known in the sales biz as pain and pleasure.** "Find out their motivational direction," he said. "Is it toward pleasure or away from pain? Talk in those terms and they will hear you."

• **Brand and how it will make them look better to be associated**

with it. "People will always pay more for little horses on their shirts or a Mercedes Benz symbol on their cars," he added.

Dot-coms, like many companies that have come before them offering whizz-bang products have quickly run through the early adopters at the manager and VP levels. If they are going to sustain their sales and grow, they are going to need to talk effectively with the C-level about their products and services.

"Remember, C-level executives have promised to grow the market or they lose their jobs," said Miller. "What they need to hear in a sales presentation is what value this purchase will provide in getting to this end result. Delivering anything other than a value message is a waste of the salesperson's time."

So, what is the message to all of us, whether we are selling for a dot-com or a bricks-and-mortar company? "We all want to close business fast, at Internet speed," Miller said. "We need to make sales as quickly as possible, while the window for our products and services is still open, and the only way to do that is to know how to speak the language of the decision-maker at each level of the customer's organization."

Sounds like good advice to me. Anyone got a good Chinese-Russian-Greek dictionary?

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LAW

Liability Insurance for Employment Practices

by Lazaro Fernandez, Esq.

With employment litigation claims on the rise, employment practice liability insurance may be a viable alternative for employers to protect themselves. In today's world, any time a boss disciplines or fires an employee, the employer is running the risk of litigation.

This type of insurance will help an employer protect itself from the increasing number of employment-related claims. Claims may include: promotion denials, charges of discrimination or harassment, wrongful terminations, and disputes regarding disability accommodations...to name a few.

The array of federal laws that cover employers can be as complex as: Age Discrimination in Employment Act; American

With Disabilities Act; National Labor Relations Act, Title VII (this includes sex discrimination, race discrimination, and sexual harassment) and the Family Medical Leave Act. Most of these federal laws require that there be 15 to 20 employees employed for these laws to apply.

However, there are a host of state laws that apply to employers also, regardless of the number of employees, as well as local ordinances. Thus, small employers are not immune from this type of litigation. Each one of these is a potential minefield for an employer. Add to these, potential common law claims for negligent retention and negligent hiring and now you see the breadth of exposure.

If an employee prevails, he may be entitled to back pay, front

pay and/or compensatory and punitive damages, which can exceed hundreds of thousand of dollars. An award this size can put a small firm in serious financial trouble. The purpose of employment practices liability insurance is to help insulate an employer from the expensive costs of defending such claims.

After payment of the applicable deductible, the insurance carrier covers the costs of defending the action. Depending on the type of coverage and the liability imposed, some policies may pay all or a part of the settlement reached, or verdict rendered.

Depending on policy terms, there may be coverage for false claims and provision for a speedy resolution of claims prior to trial of the matter. Note that there will be no coverage for willful violations of law. Thus if

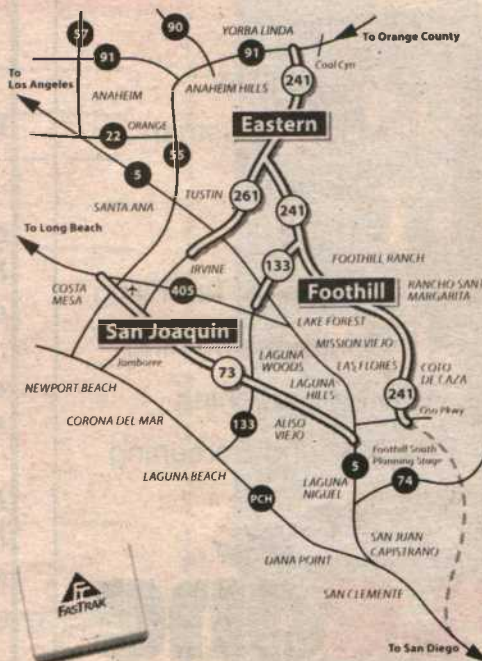
the employer loses on this type of claim, it could be responsible for any judgment, attorney fees, and the employee's attorney's fees.

While this type of insurance may result in a slight increase in a firm's overall expenses, the potential protection it may provide is well worth the expense incurred. There are many types of policies with different types of coverage. Do not risk your company's assets on litigation that may be covered by this type of insurance.

Lazaro Fernandez is a partner on the downtown Riverside law firm of DesJardins, Fernandez & Smith, LLP. The article is intended for discussion purposes only and is not intended as legal advice. Readers are urged to contact an attorney with any fact-specific questions.

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GETTING ORGANIZED

Is Your Business Ready for E-Commerce?

by Chris Sanborn, vice president of marketing, business services Pacific Bell

Another year is nearly over. For businesses, it's time to reflect on the past and plan for the future. No doubt we have all become more tech savvy in the last few years. But do small- and medium-sized businesses really need a presence on the Internet?

Well, here's some fresh news on e-commerce. It's not just for big companies anymore. Consider the case of the Kansas farmer's wife who put up a Web site to sell tumbleweed. The bush, of course, is nothing but a nuisance in that part of the country, and my sources tell me she did it as a gag. Never mind that. The orders started flowing, and the farmer's wife soon had a tumbleweed by the tail. When a small business owner gives some-

one a business card these days, they often look to see if there is a Web site. If you've got nothing but a phone number, customers reach conclusions that are not altogether flattering. They want to see what you've got. Why can't you show them? Nor is the Web just about selling anymore. It's also a powerful engine for buying supplies at the best price, on the best terms, and with much less hassle.

In short, the Web has become a precision management tool. By going to Web-based purchasing, British Telecom cut the cost of processing a typical purchase order from \$113 to \$8 — that on top of an average 10 percent reduction in the cost of goods themselves.

But even these seemingly corporate functionalities are no longer the sole preserve of big companies. In San Francisco, the Midsummer Mozart Festival uses its Web site to

sell CDs and concert tickets, as well as solicit donations. And Pat's Garage, also in the San Francisco Bay area, allows car owners to schedule appointments and check up on the status of repairs to their cars via e-mail. Two factors have combined to make e-commerce feasible for the Main Street shop:

- 1) a stunning fall in cost, and
- 2) the sudden arrival of affordable service providers to make it easy.

Over the past three decades, according to "The Economist" magazine, the real price of computing power has fallen 99.999 percent, and "the cost of communications has plummeted far more steeply than that of any previous technology."

Basic West Insurance in San Francisco launched its Web site three years ago to sell low cost insurance to California residents. For an investment of \$50 a month, the site generates more than \$5,000 in monthly income. Not a bad return on investment. But even the cheapest tools are not worth much if you don't know how to use them.

That's where some small business owners think they're stuck, but that's changing. If you can order a book online, you can operate e-commerce software for your business. It's that straightforward.

Designing and installing it is something else again, but all that can be outsourced affordably these days, with no capital up front and no need to hire specialists.

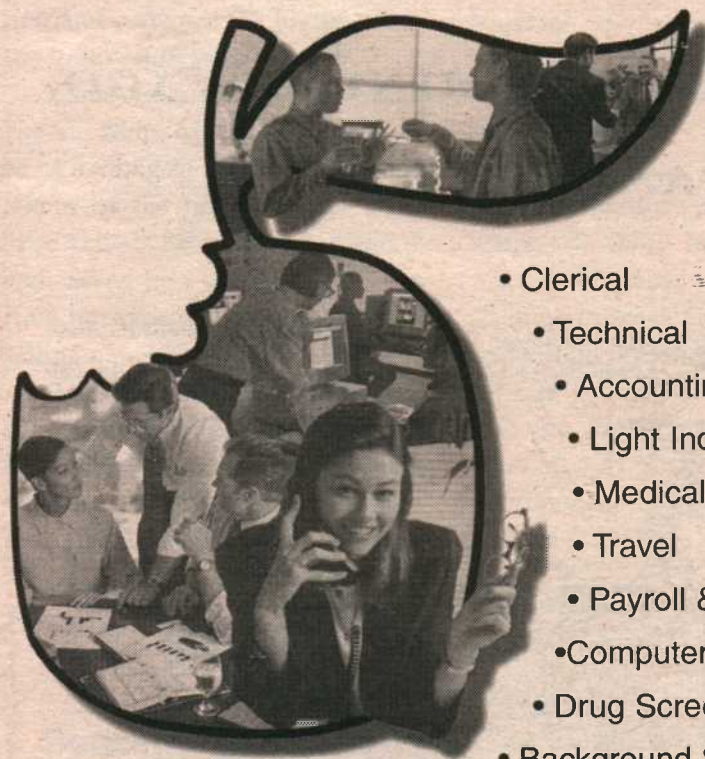
Here are some tips from Pacific Bell:

Don't make your site hard for the user to figure out. Studies show you have about five seconds to grab the attention of a visitor. Succinctly define who you are and what products or services you provide. Don't over-engineer. Audiences get frustrated with long download times, so design the site for speed.

Keep your site fresh with new content so customers want to return to the site. Don't forget security issues. Don't forget your telephone number. (It happens.) Most important, don't go it alone.

Fortunately, nobody has to, *continued on page 33*

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HEALTH CARE

ADVERTORIAL

Redlands Community Hospital Announces Expansion and 25-Year Master Plan

by Jane Dreher, public relations director, Redlands Community Hospital

Redlands Community Hospital has provided healthcare to communities in the East San Bernardino Valley since 1929. In recent years, the hospital has experienced a shortage of beds numerous times. Studies have projected an increasing demand for hospital healthcare services based on population growth, aging baby boomers and longer life expectancy. Therefore, Redlands Community Hospital has developed an extensive 25-Year Master Plan to meet both the short-term and long-term needs of the community and the hospital. Phase I begins in January, 2001.

"With the future healthcare needs of the community in mind and the aging of our buildings,"

stated Jim Holmes, president of Redlands Community Hospital, "it was necessary to develop a plan that addresses three areas of healthcare delivery. We need to increase the number of hospital beds, make room for the latest medical technology and equipment, and meet state regulations for seismic safety—as required of all hospitals in California."

Redlands Community Hospital has nearly outgrown its bed capacity, according to Holmes. "The hospital is currently licensed for 172 beds with an occupancy rate of 80 percent. This is a high percentage for a hospital our size."

To meet the hospital's immediate need for more beds, a transitional care unit is being converted into an acute care unit. Simultaneously, a room which once housed a hydrotherapy pool is being convert-



ed into a "discharge lounge," where patients who are dismissed at 11 a.m., but who need to wait until later in the day for a ride home, can wait comfortably. This will free up beds earlier for those patients waiting to enter the hospital for care.

Other steps in the three-phase plan will include a seismic retrofit of the round tower building, construction of a new three-story building for maternal and infant services, a large five-story triangular build-

ing for patient care, and a number of other buildings, additions or remodels.

"Our 25-Year Master Plan allows us to provide a thoughtful and responsible approach to modernizing Redlands Community Hospital, to ensure that the community will continue to have the technology and quality healthcare services they expect from their community hospital," concluded Holmes.

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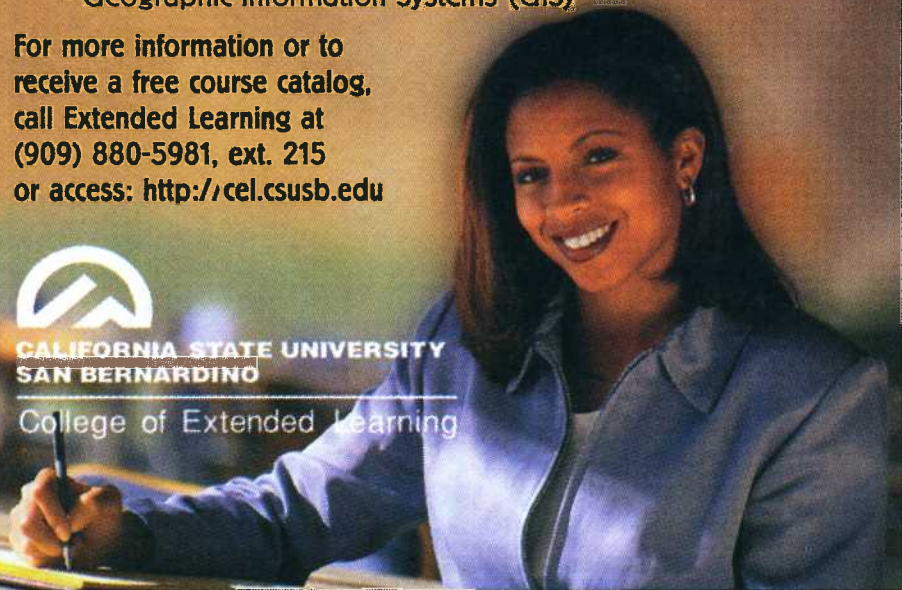
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California Hospitals to Benefit From Medicare Funding Package

A Medicare funding package recently signed into law by President Clinton will bring an estimated \$1.17 billion to California's hospitals during the next five years, according to an analysis by the California Healthcare Association (CHA).

"This long-awaited funding package is a huge shot in the arm for hospitals throughout California," noted CHA President C. Duane Dauner. "The Balanced Budget Act of 1997 (BBA) unintentionally cut federal funding to hospitals much deeper than Congress had intended. This legislation restores money for such essential health care services as: Medicare inpatient care, rural health care, home health programs,

and hospice care.

"We want to thank the members of the California Congressional Delegation, and in particular, Rep. Bill Thomas (R-Bakersfield), as well as the Clinton Administration, for their support of this important legislation," Dauner added. "California's hospitals and health systems truly need the financial assistance the bill will provide."

In 1997, when Congress adopted the Balanced Budget Act, the Congressional Budget Office estimated the cuts to the Medicare program would total approximately \$116 billion over five years. However, subsequent congressional analysis showed that the five-

continued on page 47

EDUCATION

AP econ.com Combines Principles of Learning With Business Skills

It is no secret that technology and the Internet are at the heart of the country's — indeed, the world's — economic growth at this time. Equally predictable is the presence of more and more technology-focused curricula at both secondary and higher education institutions from coast to coast. But, at one very special educational institution, The Webb Schools in Claremont, this field of learning has taken a very unusual twist. They're doing business.

AP econ.com, introduced for the first time this semester, examines this revolutionary change in the economy by blending the fundamentally timeless principles of economics with this new world order.

The mission of AP econ.com is to provide students with the necessary portfolio of skills to:

- Develop and maintain a successful internet-based business venture;
- Excel in higher education business and technology curricula, and
- Assume leadership roles in business and industry in the new economy.

To facilitate the learning of these concepts, AP econ.com will include a number of nontraditional elements:

- Students will have complete access and training on YourBizCompass.com, a professional business-to-business Web site that provides a full array of information and services to small business developers and entrepreneurs worldwide. This partnership

will allow students direct access "24/7" to a field of experts in all areas of small business management, who will advise them on issues such as venture ideas, business plan critiques, and marketing assessments.

- The class will visit the Claremont Colleges to attend lectures by business leaders on technology-related topics, and they will also benefit from an "Entrepreneurs in Action" speakers series, in which several Webb alumni and friends will visit classes to discuss their careers as founders and leaders of substantial technology-based business enterprises.

- Students will learn the concepts for the utilization of software and hardware to design, create, and maintain the "Students Only" section of the Webb.org Web site and to construct the AP econ.com Web site and/or a personal business Web site. Throughout the year there will be five to six mandatory extended weekend lectures on programming concepts.

- The course will culminate with a Venture Capital Fair, in which students will present their business plans to other students and to a panel of experts comprised of parents and alumni.

At the conclusion of the course, students will be prepared for the AP macroeconomics test. They will also have acquired valuable tools in the areas of information technology, Web site design and applications, and future trends and directions for the technology sector of the economy.

County Board of Education Reorganizes, Recognizes Retirees

Dr. David Stine was elected president and Dr. Theodore Vick was elected vice president of the San Bernardino County Board of Education during its recent annual reorganization. "I'd like to thank the board for this vote of confidence and I look forward to serving as president," Stine announced. He represents Trustee Area B, which includes the districts of: Alta Loma, Central, Mt. Baldy Joint, Ontario-Montclair and Upland Unified.


Dr. Theodore Vick represents Trustee Area A, which includes: Adelanto, Apple Valley Unified, Baker Valley Unified, Barstow Unified, Helendale, Hesperia Unified, Lucerne Valley Unified, Needles Unified, Oro Grande, Rim of the World Unified, Silver Valley Unified, Snowline Joint Unified, Trona Joint Unified, Victor

Elementary and Victor Valley Union High.

Trustees to the five member County Board of Education serve a four-year term.

The board also recognized three employees upon their retirement, from the San Bernardino County Superintendent of Schools (SBCSS). They are: Robert A. Ciauri, director, Regional Occupational Program, 30 years; Linda Taulbee, accounting technician, 11 years; and Celia Talamantes, recruitment placement specialist, six years.

New board president, Dr. David Stine and County Superintendent Herbert R. Fischer praised the three for their years of "continuous and dedicated service to the county schools office and the children of San Bernardino County."



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HEALTH CARE

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Pomona Valley Hospital Secures the 100 Top Hospitals Award for the Fourth Year

Pomona Valley Hospital Medical Center (PVHMC) has been honored to be among the recipients of the HCIA-Sachs Institute of the 100 Top Hospitals: National Benchmarks for Success award.

According to Kathy Roche, director of marketing and public relations, the award is presented once data is submitted to Medicare and then annually reviewed by HCIA-Sachs Institute. The information is "objective quantitative performance data that is submitted" and once "3,000 articles are reviewed nationwide," the award determinations are made, she noted.

Pomona Valley Hospital Medical Center has received the award for the fourth time in five years and the study for 2000 was

the eighth consecutive assessment of hospitals conducted across the country.

Roche referred to the five categories considered when the HCIA-Sachs Institute evaluates criteria for the top 100 hospitals prior to bestowing the coveted honor. The following designations categorize the number of hospitals ranked in each classification:

- Small community hospitals with 25-99 beds; 20 were chosen.
- Medium community hospitals with 100-250 beds; 20 were chosen.
- Large community hospitals with more than 250 beds; 20 were chosen.
- Teaching hospitals with less than 400 beds; 25 were chosen.
- Major teaching hospitals with

more than 400 beds; 15 were chosen.

PMHMC falls into the "teaching hospital" classification. "We have 436 beds [yet] we are not in the major teaching classification because of the number of doctor residents to the number of beds," Roche declared. Additionally, she mentioned that the hospital has 18 family practice residents and the determination for a major teaching hospital is decided by the fact that PVHMC has 436 beds that are transitional and not considered acute beds. This feature differentiates a "teaching hospital" from a "major teaching hospital."

Roche proudly revealed how honored PVHMC staff members are to receive this award because "We work very hard. The employees and management

work side-by-side," she said. Additionally, Roche disclosed, "In an era of financial changes in healthcare responsibility, we see to it that we do our best for the community and the level of healthcare that we provide."

Distinguishing PVHMC along with the remaining 100 top benchmark hospitals receiving the award, there were fewer complications and inpatient deaths than other hospitals, and the quality of care was on average 14 percent better at those hospitals. Despite an increasingly acute patient population, use of more expensive services and lower Medicare reimbursement rates paid to all hospitals, PMHMC and the other recipients have proven that excellence in hospital performance is a stable part of today's healthcare.



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vide quality, as well as accessible education. Online College was introduced to students this fall. With 10 classes offered, the demand was high. Classes were closed within the first days of registration. To answer the need for classes online, college officials have agreed to add many more classes in the spring.

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Small Business Administration Proceeds to Open Business Doors Locally and Abroad

U.S. Small Business Administration (SBA) Administrator Aida Alvarez signed a partnership agreement with the Small and Medium Business Administration of the Republic of Korea (SMBA) to encourage the development of bilateral trade and promote trade opportunities for U.S. and Korean small businesses.

The SMBA is the central government agency for growth and support of small- and medium-sized enterprises (SMEs). Korea has a well-established program of assistance to SMEs that includes credit guarantees, financial assistance, support for women-owned businesses, marketing assistance, import and export opportunities, and e-commerce.

The partnership agreement commits SBA and the SMBA to combine their efforts to foster strategic alliances among U.S. and

Korean business owners.

"Today we become partners in promoting the growth of small business," Administrator Alvarez said. "Our partnership illustrates SBA's commitment to ensure that small businesses have the opportunity to benefit from the nation's strong economy."

Ninety-seven percent of all U.S. exporters are small businesses. Between 1987 and 1997, the number of small business exporters tripled. Of the 209,000 U.S. businesses that export, more than 202,000 are small businesses. The fastest growth has been among the "smallest of the small"—businesses with fewer than 20 employees. For more information call the 800-U-ASK-SBA or visit the SBA's extensive Web site at www.sba.gov

Other SBA Programs:

- A two-hour workshop for various financing options available to small businesses will be held on Saturday, Jan. 20 from 9-11 a.m. For information and registration call the Mt. San Antonio College Small Business Development Center at (909) 629-2247. The cost is \$10.00.

- A two-hour workshop on the ways Internet benefits small business. This workshop will be held on Jan. 22 from 5-7 p.m. For information and registration call the Mt. San Antonio College Small Business Development Center at (909) 629-2247. The cost is \$10.00.

- Covering the basics of legal issue and small business, a two-hour workshop will be held on Saturday, Jan. 27 from 10 a.m. to 12 p.m. For information and registration call the Mt. San Antonio College Small Business Development Center at (909) 629-2247. The cost is \$10.00.

- A two-hour workshop focusing on the newest loan guarantee program from the SBA will be held on Thursday, Jan. 18 from 9:30-11 a.m. For registration and information call the Mt. San Antonio College Small Business Development Center at (909) 629-2247. The cost is \$10.00.

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Community Colleges in the Inland Empire

Ranked by 1999 - 2000 Enrollment

Institution Address City, State, Zip	Students: Total Enrollment Faculty-Student Ratio	Faculty: Full-Time Part-Time	Type of Institution Year Founded	Tuition & Fees: Calif. Resident* Non Resident	Top Local Exec. Title Phone/Fax E-Mail Address
1. Mt. San Antonio Comm. College 1100 W. Grand Ave. Walnut, CA 91789	39,800 1:30	321 780	Comm. College 1946	\$11 per Unit, Plus Fees \$125 per Unit, Plus Fees	Dr. Bill Feddersen President (909) 594-5611/598-2303
2. Riverside Community College 4800 Magnolia Ave. Riverside, CA 92506	28,000 1:24	303 950	Public 1916	\$11 per Unit, \$50 w/B.A. \$130 per Unit	Dr. Salvatore G. Rotella President (909) 222-8800/222-8035
3. Chaffey College 5885 Haven Ave. Rancho Cucamonga, CA 91737	16,750 1:24.5	189 491	Comm. College 1883	\$12 per Unit \$132 per Unit	Dr. Jerry Young Superintendent/President (909) 941-2110/941-2783 jyoung@chaffey.cc.ca.us
4. Mt. San Jacinto College 1499 North State St. San Jacinto, CA 93583-2399	12,000 130	105 301	Comm. College 1963	\$11 per Unit \$117 per Unit + \$11 per Unit Fee	Dr. Richard J. Giese President (909) 487-MSJC/654-6236 rgiese@msjc.cc.ca.us
5. San Bernardino Valley College** 701 S. Mt. Vernon Ave. San Bernardino, CA 92410	11,300 na	165 393	Comm. College 1926	\$11 per Unit, Plus Fees \$133 per Unit, Plus Fees	Dr. Sharon Caballero President (909) 888-6511/889-6849
6. Victor Valley College** 18422 Bear Valley Rd. Victorville, CA 92392	10,000 1:27	110 250	Comm. College 1961	\$12 per Unit \$115 per Unit	Nick Halisky Superintendent/President (760) 245-4271/245-9745
7. College of the Desert 43-500 Monterey Ave. Palm Desert, CA 92260	8,318 na	82 184	Comm. College 1958	\$11.25 per Unit, \$10 Health Fee \$139.25 per Unit, \$10 Health Fee	Dr. William R. Kroonen Superintendent/President (760) 773-2500/341-8678
8. Crafton Hills College 11711 Sand Canyon Road Yucaipa, CA 29399	5,150 na	72 161	Comm. College 1971	\$11 per Unit, plus fees \$130 per Unit, plus fees	Gloria M. Harrison President (909) 794-2161/794-0423 http://chc.sbccd.cc.ca.us
9. Barstow College 2700 Barstow Rd. Barstow, CA 92311	2,914 na	34 na	Comm. College 1959	\$264.50 or \$11 per Unit. \$125 per Unit + \$11 per Unit	James Meznik Superintendent/President (760) 252-2411/252-1875 cbardowe@barstow.cc.ca.us
10. Palo Verde College 811 West Chanslorway Blythe, CA 92225	2,800 1:16	25 30	Public 1947	\$11 per Unit. \$130 per Unit (Ariz. Students, \$29 per Unit)	Al Stremble Superintendent/President (760) 921-5399/922-0230
11. Community Christian College 1300 Orange Ave. Redlands, CA 92373	30 1:10	1 47	Private Christian Jr. College 1995	\$3,000/Yr. \$3,000/Yr.	Dr. Harris E. Lidstrand President (909) 335-8863/335-9101

* California Resident Fees are set by the State Legislature and are subject to change depending on the State Budget adopted for each year. **Failed to provide Updated information by our deadline; data from last year. N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2001 IEBJ.

Top Colleges and Universities in the Inland Empire

Ranked by 1999-2000 Enrollment

Institution Address City, State, Zip	Students: Total Enrollment Student-Faculty Ratio	Faculty: Full-Time Part-Time	Type of Institution Year Founded	Tuition & Fees: Calif. Resident Non-Resident	On Campus: Room & Board (Avg. Yearly Cost)	Top Local Exec. Title Phone/Fax E-Mail Address
1. California State Polytechnic University, Pomona 3801 West Temple Ave. Pomona, CA 91768	18,424 19:1	670 513	Public, 4-Year and Graduate 1938	\$1,722 \$3,740	\$6,552	Dr. Bob H. Suzuki President (909) 869-2290/869-4535
2. California State University, San Bernardino 5500 University Parkway San Bernardino, CA 92407-2397	14,909 20:1	419 470	4-year Public 1965	\$1,747 \$9,127	\$6,408	Albert K. Karnig President (909) 880-5002/880-5901 akarnig@csusb.edu
3. University of California, Riverside 900 University Ave. Riverside, CA 92521	13,063 19:1	542 187	Public University 1954	\$3,862 \$14,476	\$6,550	Raymond L. Orbach Chancellor (909) 787-5201/787-3866 rayo@admin.ucr.edu
4. University of Phoenix* 337 North Vineyard Ave., Ste. 100 Ontario, CA 91764	7,800 9:1	0 655	Private 1976	\$279 per unit/Undergrad. \$325 per unit/Grad.	N/A	Steve Hynds Lead Administrator (800) 888-1968/(909) 937-2194
5. University of La Verne 1950 Third St. La Verne, CA 91750	6,912 19:1	144 250	Private 1891	\$16,940 \$16,940	\$5,300	Dr. Stephen Morgan President (909) 593-3511/392-0364
6. California State University, San Marcos 333 Twin Oaks Valley Rd. San Marcos, CA 92096-0001	5,739 17.6:1	177 208	Public 4-Year and Graduate 1989	\$1,772 \$3,805	N/A	Alexander Gonzalez President (760) 750-4041/750-4033
7. University of Redlands P.O. Box 3080, 1200 E. Colton Ave. Redlands, CA 92373-0999	3,979 14:1	149 422	Private 1907	Undergrad \$20,260 Grad \$440/Credit	\$7,368	Dr. James R. Appleton President (909) 793-2121/335-4076
8. Loma Linda University 11234 Anderson St. Loma Linda, CA 92354	3,356 3.5:1	955 276	Private/Health Sci. 1905	Undergrad. \$14,820 Grad. \$14,220 1st Professional \$25k-\$28k	\$1,983	Dr. B. Lyn Behrens President (909) 558-4540/558-0577
9. Chapman Univ. (Coachella Valley Campus) 42-600 Cook St., Ste. 134 Palm Desert, CA 92211	2,600 11:1	8 160	Private 1861 (Orange)	\$210 per unit/Undergrad. \$260 per unit/Grad.	N/A	Ronald C. Stephens Director (760) 341-8051/346-4628
10. Chapman University (Ontario Campus) 2890 Inland Empire Blvd. Ontario, CA 91764	2,554 12:1	4 50-60	Private (Non-Profit) 1861 (Orange)	\$210 per unit/Undergrad. \$260 per unit/Grad.	N/A	Al DiStefano Director (909) 481-1804/481-9510
11. California Baptist University 8432 Magnolia Ave. Riverside, CA 92504	2,043 19:1	82 80	Comprehensive Private 1950	\$5,031 Semester \$10,062 Year	\$2,362 Semester \$4,724 Year	Dr. Ronald L. Ellis President (909) 343-4210/343-4511
12. Western University of Health Sciences 309 E. Second St./College Plaza Pomona, CA 91766-1854	1,530 16:1	97 800	Graduate University of Medical Sciences 1977	Varies by Program \$17,500 - \$26,565 MSHP \$225, MSN \$350, MSN/FNP \$400/Credit Hour	N/A	Philip Pumerantz, Ph.D. Founding President (909) 469-5200/620-5456
13. Chapman University (Victor Valley Campus) 12421 Hesperia Rd. Ste. C-6 Victorville, CA 92392	1,500 10:1	1 25	Private (Non-Profit) 1861 (Orange)	\$210 per Unit/Undergrad. \$260 per Unit/Grad.	N/A	Al DiStefano Director (760) 955-7555
14. Pomona College* 550 N. College Ave. Claremont, CA 91711	1,450 9:1	155 30	Private 1887	\$23,170 \$23,170	\$7,750	Peter W. Stanley President (909) 621-8131/621-8499
15. La Sierra University 4700 Pierce St. Riverside, CA 92515	1,263 14:1	85 8	Private 1922	\$14,580 \$14,580	\$3,123	Lawrence I. Geraty President (909) 785-2000/785-2901 lgeraty@lasierra.edu
16. Claremont Graduate University 150 E. 10th St. Claremont, CA 91711	1,193 8:1	81 72	Graduate Studies 1925	\$21,580 \$21,580	N/A	Steadman Upham President (909) 621-8025/607-9103
17. Claremont McKenna College 500 E. Ninth St. Claremont, CA 91711	1,003 7:1	127 19	4-Year Undergraduate 1946	\$22,580 \$22,580	\$7,420	Pamela B. Gann President (909) 621-8111/621-8100 pr@claremontmckenna.edu
18. Pitzer College* 1050 N. Mills Ave. Claremont, CA 91711	880 12:1	62 8	4-Year Undergrad., Coed, Private, Liberal Arts 1963	\$24,096 \$24,096	\$6,240	Marilyn Chapin Massey President (909) 621-8198/621-8479
19. Scripps College* 1030 Columbia Ave. Claremont, CA 91711	768 11.6:1	55 30	Private/Women's 1926	\$21,000 N/A	\$7,870	Nancy Y. Bekavac President (909) 621-8148/621-8890
20. Harvey Mudd College 301 E. 12th St. Claremont, CA 91711	718 FTE 9:1	76 8	Private 1955	\$22,663 \$22,663	\$8,418	Jon C. Strauss President (909) 624-4146/607-7108
21. Western State University College of Law 1111 N. State College Blvd. Fullerton, CA 92831	501 18:1	30 15	ABA Provisionally Approved Private Institution, 1966	\$21,840 Full Time/ \$14,700 Part Time Summer Session \$735/Unit (Non-Resident Same)	N/A	Maryann Jones Dean (714) 738-1000/526-1062 joelg@wsulaw.edu

*Failed to provide updated information by our deadline; data from last year. N/A=Not Applicable WND=Would Not Disclosed na=not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2001 IEBJ.

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MANAGING YOUR FINANCES

Planning in the Face of Proposed Estate Tax Repeal

by Andrew C. Martone, Senior Manager, Personal Financial Services New York, NY

Has the estate tax repeal proposal of last summer caused you to postpone the creation of a proper estate plan for your business? Or, has it caused you to question whether the estate planning steps you have already taken were necessary? Since Congress has failed to override President Clinton's veto of estate tax repeal, perhaps you are wondering if you should now begin estate planning for your business. Or, should you wait and see if repeal is enacted by a subsequent administration and Congress?

Despite the uncertainty regarding the changes (if any) that may be made to the estate tax in the future, one thing is clear: proper estate planning is vital for a business owner, regardless of whether the tax remains unchanged, whether modifications are made to the tax, or if the tax is repealed.

Even with no changes to the estate tax, the need for proper estate planning in connection with a business does not disappear.

The proposal vetoed by President Clinton would have repealed the estate, gift, and generation-skipping transfer taxes. However, full repeal would not

have taken place until 2010. Once the taxes were repealed, an heir would have ultimately been subject to income tax on any pre-death appreciation when he or she subsequently disposed of the property. This is not so under the current law.

Thus, the need for proper estate planning is not eliminated, even under the proposal put forth by the most strident opponents of the estate tax. And, even if these taxes were repealed, wills and trusts would still be needed in order to specify who receives property; provide for the management of property; pass property to heirs without "de-motivating" them, and achieve asset protection from potential creditors.

Planning would also have to be done for the increased capital gains tax that would be owed by heirs due to the new "carryover basis" rule. In addition, business succession planning would still be required (i.e., who will manage the business; how heirs who do not participate in the business will be compensated; the cash flow and liquidity issues associated with having participating and non-participating heirs, and how to provide for the needs of a surviving spouse).

Transition planning would also be required during the phase-out period (i.e., existing plans will

have to be reviewed, flexibility will have to be built into estate plans to cover the phase-out period and the period after total repeal, and the advisability of making transfers during the phase-out period will have to be addressed). Planning for state estate and inheritance taxes may also still be required. Charitable planning, including the creation and administration of foundations and charitable trusts, would still be required.

President Clinton and those in Congress who opposed estate tax repeal did put forth an alternative that would have reduced the estate, gift, and generation-skipping transfer tax rates; increased the amount of property that may be passed without imposition of estate tax, and increased the deduction for family businesses. If these propos-

als had been enacted, proper estate planning would involve taking maximum advantage of the reduced tax rates and increased credits and deductions.

It is improbable that any changes will be made to the estate tax in the near term. However, it is likely that the new president and Congress will revisit this issue. Regardless of whether the ultimate decision is to repeal the tax, modify it as described above, or leave the tax unchanged, it is important for a business owner to begin proper estate planning for his or her business today.

Andrew C. Martone may be reached at (212) 259-5507, or andrew.martone@us.pwcglobal.com. (Reprinted with the permission of PricewaterhouseCoopers.)



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ADVERTORIAL

The Inland Empire Small Business Development Center

Assisting Small Businesses in the Inland Empire

Many existing and potential small business owners know they need help in running, expanding, or starting their business, but aren't sure where they can turn to for help. For Inland Empire small business-

es, there is an organization ready and willing to help the region's existing and potential entrepreneurs.

The Inland Empire Small Business Development Center

(SBDC), established in 1991, serves the needs of the small business community throughout the San Bernardino and Riverside Counties. The SBDC assists small businesses to start up, improve their opera-

tions, expands, gain access to capital, and survive in an ever-changing economy. To help foster the growth of small business, the SBDC provides technical assistance to small business owners in four areas.

Business Consulting

The SBDC provides free, confidential, one-on-one consulting to small businesses. The consulting service covers area such as:

- businesses planning
- general and financial management
- marketing
- sources of capital and loan assistance
- human resources
- home-based business
- expansion strategies
- accounting

Consulting sessions are available at all of the SBDC's full and part-time offices in the Inland Empire. The SBDC will also be implementing an "Online Consulting Center" in the spring of 2001 that will be Web based.

Seminars and Workshops

Designed to give small business owners immediate knowledge they can put into action in running their businesses, the training workshops and seminars offered by the SBDC are intensive and application-oriented. Some of the workshop subjects covered include: developing a business plan; qualifying for SBA loans; advertising and marketing strategies; entrepreneurial finance and accounting; e-commerce, and human resources.

Special Programs

To meet the specific needs of the small businesses in the region, the SBDC offers specialized programs, such as: government procurement assistance; international trade; high technology business assistance, and the series of Diamond Venture Capital Forums.

Information Resources

The SBDC coordinates activities with a vast network of organizations in the Inland Empire, and acts as a full information and referral service by supplying access to a resource library; computer lab;

continued on page 33



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- **Business Consulting** - free, confidential one-on-one consulting
- **Seminars and Workshops** - low cost informative training programs
- **Special Programs** - International Trade, Government Procurement
- **Information Resources** - computer lab, library, resource material

The Inland Empire SBDC is pleased to announce the opening of the Inland Empire West SBDC in early 2001. This new full-time office will serve the west end of San Bernardino County.

For more information or to schedule an appointment, please call

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Reasonable accommodations will be made for disabled individuals upon their request. This workshop has been developed through a partnership between the U.S. Small Business Administration (SBA), the State of California, the Inland Empire Economic Partnership, and the Inland Empire Small Business Development Center as a service to California small businesses under the current Cooperative Agreement.

HEALTH CARE

Employers Will Set New Purchasing Trends in Health Insurance Benefits During 2001

by John Word, CHU, RHU, former president of the California Association of Health Underwriters

The days of an employer selecting health insurance solely on the basis of the price are fast waning. The rules of the game are changing, thanks to escalating premiums; doctors who jump in and out of networks, and the domination of managed care in California.

Smart employers are beginning to apply the same sort of good business logic in purchasing healthcare as they would in selecting a new computer or phone system. It begins with establishing a "shopping list" of strategic and desirable features. Once you ask yourself what you want to accomplish with your company's health plan and what you want to avoid, the features you desire in your plan will become clearer.

Price should be a secondary factor. But, surprisingly, in today's ultra-competitive health insurance market, you're likely to find almost no difference between the price of a health plan that helps you meet your strategic goals, versus a health plan that backfires on you with your employees.

Here are six strategic features to keep in mind as you shop:

Give your employees choice of plans

The single biggest gripe employees have with their health insurance is lack of choice. Recognize that one size doesn't fit all when it comes to healthcare needs and healthcare budgets. The more you can empower employees to choose among plans, benefit designs, physicians and hospitals, the happier they (and you) will be.

Demand cost predictability

Some large car manufacturers spend more on employee health benefits than they do for the steel that goes into their product. Small employers feel a similar pinch when it comes to this big-ticket item. So the last thing any employer wants is to be hit with unpredictable and unexpected costs. You can avoid this by picking a plan that allows you (and your employees) to budget what you want to spend first, and then select the benefit options that allow you to remain within that budget.

Have contingencies in place should provider networks change

A relatively new phenomena finds employers selecting a health plan based on its hospitals and doctors—only to find that the network has fallen apart by mid-year. Between the rising crisis of physi-

cian group insolvency and increasingly tough negotiations between health plans and providers, provider relationships just aren't as stable as they once were. The last thing you want is to be stuck with a health plan which no longer features the doctors and hospitals that attracted you in the first place. Know going in what options will be available to you and your employees, should this happen to your health plan.

Look for a program that's easy to administer

In a small business, the task of administering an employee health plan usually falls upon the shoulders of the owner. But that's just one of many things you have to juggle. Finding a plan that is simple to administer—with one easily-understood invoice, one contact, one person who is accountable—will make your life a whole lot easier, especially at those times when problems occur.

View health insurance as a true employee benefit

Make sure you choose a plan that doesn't leave your employees feeling shortchanged and disgruntled, instead of appreciative of the dollars you are spending on them. The right health insurance program should be positioned as an important recruitment and retention tool. This is especially important in today's tight job market. Shop for a program that is a true employee

benefit and then package and promote it as such. You're paying for it; so why not leverage it to your advantage?

Avoid re-shopping every year

Nobody wins when you reshop for health insurance every year. You lose time and your employees are apt to lose continuity in their coverage. Choose a program that provides enough flexibility from year to year to be adaptable to changes that may occur in your workforce.

Your insurance broker can be an important link in helping you wade through these issues, establish your strategy and implement a benefits plan with features that are right for you and your employees. Today's health insurance industry has adapted to changing market conditions with the development of "health insurance malls" which offer choice, continuity of coverage and predictable budget control features. You'll be pleasantly surprised at how you can turn the health insurance buying process to your benefit, when you start out with a strategic "shopping list" of desired features.

John M. Word III, CHU, RHU, is co-founder and managing partner of CaliforniaChoice, the fastest growing small group "health insurance mall" benefits program in the country.

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EXECUTIVE NOTES

The Los Angeles County Fair was recognized by the International Association of Fairs and Expositions at the annual convention this November in Las Vegas. This year's fair received top honors for its color newspaper ad, fair poster, media guide and press kit. It also received the **Best Advertising Campaign Award** as well as first place for the best use of the fair's theme in a competitive exhibit for the America's Kids exhibit...Redlands resident and French professor **Aurora Wolfgang** has been named the new women's studies coordinator at **California State University, San Bernardino**. She officially assumes her post with the winter 2001 quarter...**Mizell Senior Center** in Palm Springs announced the addition of two new administrative staff members. **James Christian** has joined the Senior Center as director of finance and **Ron Willison** has been appointed director of programs...**Jack L. Stark**, president emeritus of Claremont McKenna College, has been named a senior fellow in Claremont University's Institute for Democratic Renewal and a scholar-in residence at CGU's School Educational Studies...**The Palm Springs Aerial Tramway** announced that **Bette Myers** has been elected chair of the Mount San Jacinto Winter Park Authority, the governing body of the attraction. She replaces long-time authority member, Dick Shalhoub, who served as a board member for more than 10 years...**California State University, San Bernardino** announced that English professor **Juan Delgado** is now coordinating the campus' diversity initiatives and special projects for students and the ethnic community-at-large...**California State Polytechnic University, Pomona** alumnus **Steve Cesinger** of Woodland Hills and professor emeritus **Jewel Riddle** of Claremont have been inducted into the university's Accounting Hall of Fame. Officially installed in November, the inductions honor individuals who make a significant contribution to the advancement of accounting and the department's educational goals...**Leo Connolly**, professor of physics and well-known astronomer in the Inland Empire, has been appointed coordinator of the Liberal Studies program at **California State University, San Bernardino**. The appointment was effective Jan. 2, 2001...**Alex Espinoza**, president of **California Capital Home Loans** was named the number three Hispanic entrepreneur in the nation at **Hispanic Business Magazine's** recent annual Entrepreneur of the Year Award banquet...Heading **California State University, San Bernardino's** recruitment for the nursing training program, **Anna Wilson's** objective as the new recruitment officer is improving Cal State, San Bernardino graduates' clinical experience.

ADVERTORIAL

How to Select "Your" Bank

by Gary Youmans, executive vice president Community National Bank

Each of us has to make difficult decisions in our daily life. One that should not be hard is picking the right bank that fits our needs. The final decision should break down to three key components — convenience, reliability and image.

Convenience is not just how many branches the bank has, but also how convenient it is to conduct business. For instance, Internet Banking allows banking any time of the day or night. ATMs, call centers and extended hours are other examples of convenience.

Reliability is best determined in how your account is handled, and how efficient the bank is in providing the results you want. Ask your friends where they bank and how they like it. Bank referrals are an excellent way to select the right bank for you.

Image is the subjective part of your decision. Is your bank a part of the community? Does your bank support local youth sports, schools, nonprofits and charities? Bank community support is not just monetary, but also involvement of its staff at local events. This should be a consideration in choosing the right bank for you.

An important part of all this is the people. Many of the larger banks make banking cheaper by not dealing with a teller. Most customers prefer the human touch. Like talking with your favorite teller or loan officer, especially when they advise you on how to make your banking easier. The smaller community banks generally meet this criteria better than the larger competitors: They go that extra mile to get your business, service the business, and make you feel that you have made the best choice for your banking needs.

Benefits That Bind, How to Hold on to Talent

Free gourmet coffee, bagels, soda and ice cream in your office refrigerator? Pets in the workplace? Concierge services and on-site massages? These are just a few of the glitzy, new era perks offered by companies in an effort to retain sought after valued employees. Companies must, however, beware that retention issues run deeper than "bring your pet to work" solutions, alone.

Pay, perks and traditional benefits do not, in themselves, earn the longevity of high performing employees. Retention requires a long-term focus, not a quick fix program. Employers must examine how a "Retention Triad": (1) basic benefits and pay; (2) culture and commitment; and (3) lifestyle perks with meaning — is working in their companies.

Basic Benefits: Enhance Them

Employers who craft more choice, flexibility and earlier access to benefits are adding a stronger plank to their recruiting and retention plans. Better benefits earlier is showing up with employers offering three or four weeks vacation to first year employees, and benefits eligibility beginning 30 days after start dates, rather than the typical 90 days.

Culture and Commitment:

Nurture It

Five commitment factors that keep employees working for their employers are: safety and security from threat of job loss; rewards in the form of pay and benefits; affiliation and connection to company goals; growth from informal mentoring and training, and work/life harmony. Managers also play a key role in employee retention. Workers may join a company because of benefits or training, but longevity and productivity are directly linked to relationships with supervisors.

Value-added Perks That Count

Do the extra perks your company offers give meaningful relief to employees? Perks that give employees time or help with important life-need purchases, or are customized to the workforce are most likely to distinguish one employer from another.

Does your company need help examining your "Retention Triad?" Visit our newest HR Solutions team of experienced professionals headed by: Judith Enns, managing director; Sherry Wheelan, branch manager; and Rick McRoberts, staffing manager, at 3401 Centrelake Drive in Ontario, or call us at 909/605-1919. You can also visit us on-line at www.hr-solutions.com.

Claremont's WolfeTech Announces PocketGenie™ for Wisdom OS

WolfeTech Corporation, the leading developer of software applications for wireless devices, has announced the availability of PocketGenie™ 3.1 for two-way paging devices utilizing Wisdom OS, Motorola's latest operating system. PocketGenie, WolfeTech's flagship software application, is a wireless portal to the Internet that provides users of smart wireless devices with more than 200 Internet-based information services, including: stock quotes, extensive financial data, news, sports, directories and entertainment information, as well as features access to Internet e-mail accounts and a Web viewer.

Wisdom OS enables economical, efficient, personalized, and non-intrusive wireless communications for portable messaging devices, and gives users enhanced support for desktop synchronization and increased memo-

ry. It also offers a Palm-like graphical interface with functions such as the calendar, tasks, memos and calculator.

"The improved graphical interface and expanded functionality incorporated into the Wisdom operating system mirror the improvements that we have been integrating into PocketGenie," said WolfeTech's CEO, Surya Jayaweera. "Our goal is to provide the end user with an extremely comprehensive and robust product that is also very user friendly and simple to navigate — something which the design of the Wisdom OS exemplifies."

PocketGenie 3.1 software is currently available for the PageWriter 2000X and the Timeport P935, and can be downloaded from WolfeTech's Web site at: www.pocketgenie.com.

For more information about WolfeTech, visit the company's Web site at www.pockergenie.com

INSURANCE

A Recipe for the Sandwich Generation

by Gary Bryant, vice president and branch manager of Fidelity Investments Century City Investment Center

Taking care of your children, working full-time and caring for an elderly parent may seem overwhelming, but today, that is what many Americans are facing. Matters can become further complicated when financial resources are tight. Experts suggest that early financial planning can help avoid the stress you may experience if you become a member of the "sandwich generation" — the growing population of baby boomers who are responsible for the care of their children and aging parents at the same time.

According to a national long-term care survey, more than 7,000,000 people act as caregivers for an elderly or ill family member or friend. If you think you may face this in the future, now is the time to start planning for it. Here are

four basic steps people can take to prepare for this situation:

* Start an emergency fund — Plan ahead for unexpected expenses, such as: medical emergencies, home health-care, or time away from work to stay with your loved one. In most cases, this type of assistance can be expensive. Whether you hire a home healthcare provider or take on the role yourself, have at least three months of income set aside to cover any expenses. (Some workers are covered by the Family Medical Leave Act, which allows up to 12 weeks of unpaid leave to care for an ill family member.)

* Start saving now for your child's future — Saving for college is a top priority for many parents, but only half are saving regularly, according to a survey conducted by Fidelity Investments. Getting an early start can help parents significantly improve their chances of building the savings they need to pay for their children's college, while allevi-

ating the need to save larger amounts later or during a financially difficult time.

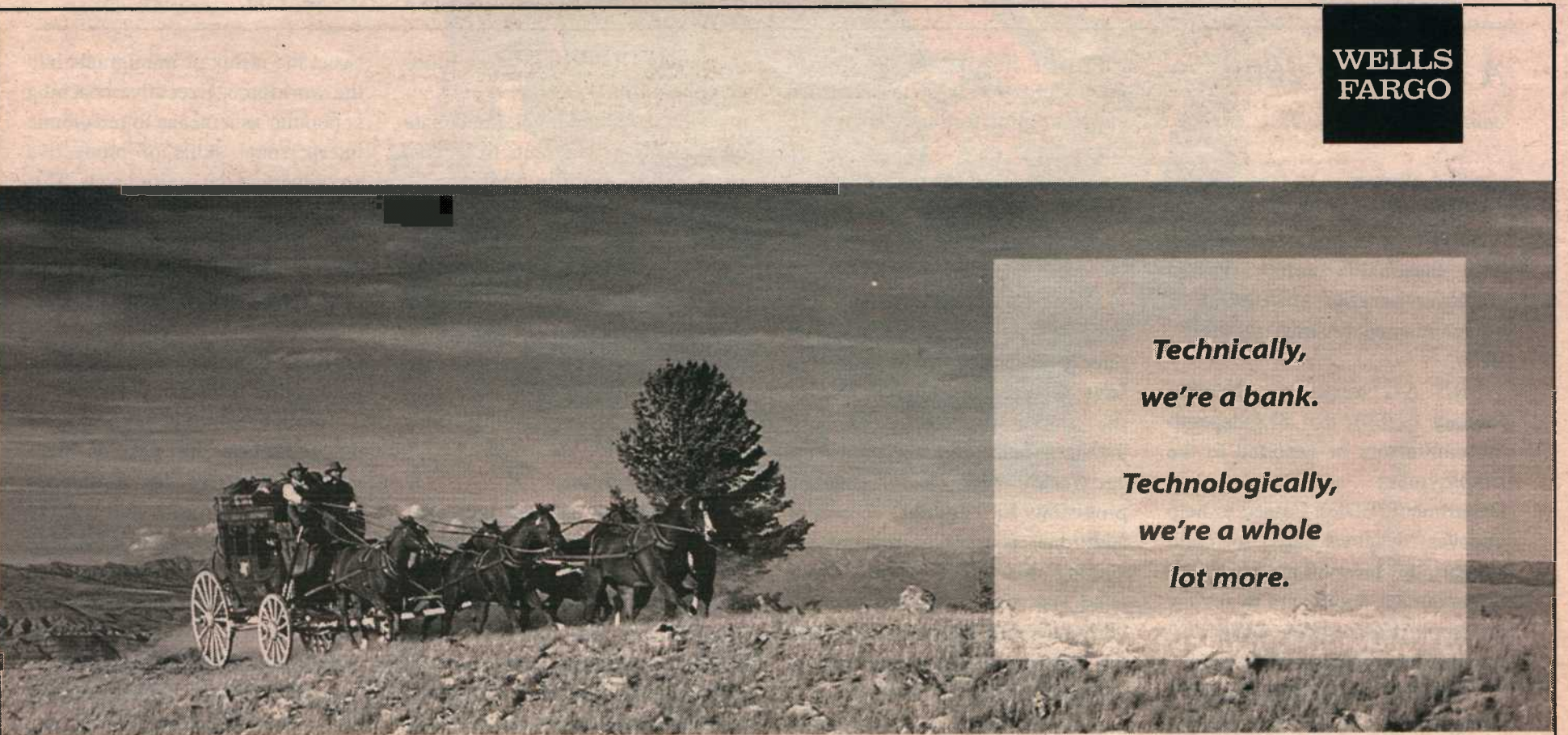
* Protect your family by having enough life insurance — Covering your family's expenses in the event that something happens to you is a concern for most people, yet many Americans don't have enough life insurance coverage. If you are a member of the "sandwich generation," the need for life insurance becomes even greater. Term life is one of the least costly forms of life insurance and has become even more affordable through plans that offer lower rates for those who have maintained a healthy lifestyle. Term life allows you to pay a set premium for a pre-determined number of years, and can be particularly attractive if you have a limited income, or want to insure that a specific financial obligation can be met in a cost-effective way.

Don't miss out on your own retirement — The Employee Benefits

Research Institute (EBRI) notes that for the past three years, the percentage of working Americans who are very confident that they will have enough money to live comfortably throughout retirement, stands at a mere 20 to 25 percent! You can avoid coming up short in your golden years by estimating how much money you'll need in retirement; maximizing tax deferred savings plans, such as your 401 (k) or individual retirement accounts (IRAs), and looking at supplemental retirement savings options such as annuities.

While the pressures of caring for children and elderly parents at the same time can force many people to restructure their lifestyle, it doesn't have to force them to sacrifice their long-term savings goals. Engaging in careful preparation can help minimize the stress of being squeezed at both ends.

For more information, call 1-800-FIDELITY.

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With the Internet came incredible changes in business practices. So it's not surprising that Wells Fargo, the number one online bank, has changed along with them. Take the Resource Center for Small Business Owners at wellsfargo.com/biz, for example. In addition to comprehensive online financial services — including the new *Wells Fargo Business Online*™ banking — wellsfargo.com/biz provides access to a range of invaluable resources. Like tools to help you create your own Web site. Opportunities to post job openings. Even guidance with public relations and direct mail. **If you're a small business owner and would like information about Wells Fargo's range of online resources, visit wellsfargo.com/biz today.**

Wells Fargo | wellsfargo.com/biz

Daniel G. Lanager Named Manager of PFF's Palm Desert Branch

Larry M. Rinehart, president/CEO of PFF Bank & Trust (PFF), has announced the appointment of Daniel G. Lanager as the new manager of the Palm Desert branch.

Lanager is in charge of branch sales and operations. A native of Pennsylvania, Lanager gained more than 11 years of experience at First Commonwealth Financial Corporation, a multi-bank holding company headquartered in Indiana, PA.

During his career in banking, he has served in various capacities, including: business development, trust services, branch management, and marketing. He was also employed as a continuing education instructor at Cambria County Community College and honored there as, "Instructor of the Year."

He earned a certificate in management fundamentals at Penn State University, and a general banking diploma from the American Bankers

Association. In 1999, Lanager earned a certificate in "Structuring Business Loan and Grant Programs" from the California Redevelopment Association.

Currently, he serves on the board of directors for the Palm Desert Rotary Club, District 5330, and is the past director and state chairperson for the Pennsylvania Bankers Association. The American Institute of Banking has honored him twice with the National Award of Excellence for Leadership. Lanager is a volunteer for Mount San Jacinto National History Association.

PFF is the largest community bank headquartered in the Inland Empire. With more than a century of service to inland and surrounding communities, PFF has branches in both the upper and lower deserts. In Feb., 2001, PFF will open a new branch in La Quinta, at Washington and Highway 111.

New FasTract™ Program Saves Time and Money

Forward Planning Associates, LLC has launched FasTract™, an exclusive project coordination program guaranteed to save builders and developers money by shortening their Department of Real Estate (DRE) approval processing time.

"Each day a DRE file is stalled in the approval process, builders lose money by paying additional interest on their construction loan. By proactively managing and focusing on each step in the DRE process, we can get the project approved days or even weeks sooner. "Those saved days become saved dollars," explained Susan Shipman, DRE consultant and principal.

Typically, the DRE approval process is handled by many vendors who act independently of each other. The net result can be inefficiency and delays in gaining DRE approval.

"At Forward Planning Associates, each and every step in the process receives the focused attention of an experienced DRE processing team throughout the approval process; resulting in faster, more efficient processing and significant cost savings to the client," Shipman said.

Shipman, who has 15 years experience helping builders and developers

obtain DRE approval for subdivision communities, described the process. "First, we meet with the builder or developer and agree upon a date to receive DRE approval. We then guarantee that we will receive approval before that date. If we do not meet that date, we will refund our fee. This guarantee — standing behind our promises to our clients — distinguishes us from any other firm in the industry."

Forward Planning Associates serves as a project coordinator, overseeing the entire DRE approval process, as well as other areas, including:

- DRE processing
- VA/FHA processing
- Natural hazard disclosure documents
- HOA budget preparation and homeowner association management
- Insurance and bond placement
- Origination of construction/take-out financing

Forward Planning Associates, based in San Bernardino, is a unique and innovative service for builders and developers throughout Southern California, and may be reached by calling: 909.890.3530.

A Recap of 2000...

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specific allowance to terminate or modify policies if their change is done after a reasonable time and with reasonable notice. Vested employee benefits, however, must be maintained (*Asmus v. Pacific Bell*).

SB 542 requires, effective January 1, 2001, that all independent contractors be reported to the Employment Development Department (EDD). Passed to help uncover "deadbeat dads" for child support, this law will most assuredly encourage employers to review the employee vs. independent contractor status of their contractors.

SB 996, an onerous worker's compensation bill, was vetoed. This marks the second time the governor has vetoed such a bill, and employers can be sure that another one will surface this coming session.

SB 546 was also vetoed. This bill would increase the unemployment insurance benefits awarded to employees and also establish

numerous liberties to the system that would grossly increase burden and administrative costs to employers.

Unemployment insurance

Governor Davis also vetoed two potentially dangerous unemployment insurance bills.

SB 546 would have increased the Weekly Benefit Amount over a three-year period. Also, it would have required annual indexing of the maximum weekly benefit award to increases in the state average weekly wage. The bill made no provisions for eligibility reform or additional sources of revenue. In vetoing this bill, Governor Davis cited statistics indicating that the UI Fund could deplete quickly with the benefit increases, especially in another economic downturn.

The governor also vetoed AB 2477, which would have given workers without sufficient earnings in the state's current base period (the first four quarters of the last completed calendar quarters) an "alternative" base period so they could qualify for benefits. The governor stated that the administrative costs far outweighed the benefits of

expanding UI eligibility to a limited population.

On the federal level, the debate on allowing new parents to receive UI benefits while on FMLA goes on. The Department of Labor has issued regulations that allow this, but they are now being litigated in federal district court. And there is a national movement to allow workers without sufficient earnings to use an "alternative" base period to determine their eligibility for a claim.

Trends in training

In 2000, we saw an increased need in legally mandated training. Revisions in federal regulations impacted forklift operator training (consultants can provide more specifics if needed). Sexual harassment training remained strong and is gaining even additional strength, as employment attorneys recommend training managers every six months. Skills training, such as in computer skills, is considered a basic necessity. Remedial skills training picked up speed to strengthen the skills of recent high school graduates. Accent reduction training gained momentum to

assist the influx of immigrants into the workforce. Executive coaching is popular as a means to recalibrate interpersonal skills of productive employees at the senior levels. This technique aids retention efforts. Also, to respond to an increasingly diverse workforce, diversity or cultural sensitivity training is important.

Online training and reading books gain interest

Online learning has impacted the workplace this year as more companies strive for a balance between classroom and online learning activities. Online learning is viewed as a complement to classroom training, not a replacement. There is an increasing expectation that functional experts will keep current in their respective fields, through training and conferences.

There is also an increased emphasis on reading books—a trend for the past four to five years. More companies are forming reading groups. The notion of leveraging intellectual capital has stayed with the Fortune 1000 companies so far.

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Ontario...



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CHANGE YOUR WORK HABITS



E-Commerce...

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thanks to the emergence of what are called Applications Service Providers, or ASPs. They design Web sites that will work for your customers, and that includes all the back-end software needed to transact sales by credit card; track delivery, and let customers view their accounts, among other things.

It's your site, but somebody else does the hard part for you. In the language of e-commerce, the ASP "hosts" the site — meaning they buy and maintain all the gear; monitor your site around the clock; track all the "next generation" options; handle all the upgrades — all of this at their offices, with their people, for a monthly service fee that is well within the budget of most small businesses.

Last year, there were just a few dozen ASPs. Now there are several hundred. Cahners In Stat, an Internet market research firm, estimates that ASPs will be renting total

e-commerce solutions to some three million business customers by 2004, most of them small and mid-size companies.

To understand what's going on here; put yourself in the shoes of a manager in the early 1900s. Businesses all around you are beginning to install telephones in their offices. Just how long are you going to wait? Like the telephone revolution, e-commerce is, at bedrock, a customer access revolution. Not seeing that is a business risk that borders on reckless.

Find out about it! The only high-risk course is to remain uninformed — like the hapless businesses who saw the telephone as a fad, and whose failure rate as a direct consequence must have approached 100 percent!

For more information, contact Alice M. Sachs Fleishman-Hillard Inc. 750 B Street, Suite 2620 San Diego, CA 92101-8172 USA 619-237-7732 (phone) 619-235-9994 (fax) sachs@fleishman.com www.fleishman.com.

Small business...

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demographic, economic, and statistical data; public/private financing opportunities, and referral lists. The SBDC also provides its business resources on the Internet at www.iesbdc.org.

Office Locations Throughout the Inland Empire

The SBDC maintains several offices to serve the Inland Empire business community. The SBDC is based in Riverside, with full-time "satellite" offices in Palm Springs (Coachella Valley SBDC), Victorville (Inland Empire North SBDC), and Coachella (Desert Communities Empowerment Zone SBDC). The SBDC is also in the process of opening its newest full-time office, the Inland Empire West SBDC, will be located in the city of Ontario. The office is scheduled to open in late January.

In addition, the SBDC main-

tains part-time "outreach" offices, where clients can meet with a business consultant. Outreach offices are located in: Indio, Corona, Murrieta, Joshua Tree (Morongo Basin), Upland and San Bernardino.

The SBDC is hosted by the Inland Empire Economic Partnership (IEEP), through the support of the California Trade and Commerce Agency and the U.S. Small Business Administration (SBA). In addition, various local government and private sector organizations throughout the region are sponsors of the program.

The services of the Inland Empire SBDC are available to all small businesses in the region. Appointments are required for consulting sessions, and can be made by calling the SBDC at (909) 781-2345 or (800) 750-2353. Small businesses can also sign up for consulting sessions and business seminars on the SBDC Web site at www.iesbdc.org.

My store...

continued from page 3

Unfortunately, most employees bring to work their own definition of what it is to them. Generally, it is not "helping their fellow man have a tremendous buying experience at your establishment." Studies have been done for years asking people what they expect from work. Answers are mostly self-serving; e.g., money, recognition, security, advancement, benefits, education and so forth. If the list were long enough, maybe, just maybe, we'd see "helping their fellow man have a tremendous buying experience at your establishment."

With this attitude how is a business person/owner supposed to get their employees on the right page? First, YOU as the commander-in-chief of your business must exhibit the customer satisfaction characteristics you want. (If you are unsure of what is needed, find out as soon as possible.) Next, begin teaching your employees the correct methods of handling your customers. YES, teaching! Don't assume that the employees are going to change just because you do or ask them to. Remember, most people are not even sure how to handle the customer correctly in the first place. If they did, your business would be exploding! Why? Because, as everyone says, "Word of mouth advertising is the BEST and cheapest kind of advertising!" Thus, if your employees were "helping their fellow man have a tremendous buying experience at your establishment," the word of mouth advertising would be bring them in by the bus-load.

"But I can't afford to teach my employees this kind of stuff. After all, I hire the best people and expect them to do the right thing!" Nice answer, but is your business growing as fast as you'd like, or beating the competition? If yes, hats off—if no, well, what will you do? Pouring more scarce resources into ads, sales, displays, brochures, signs, etc., etc., may be easier—but will it keep the customers coming back if your employees treated them poorly? I'm not saying that you stop all of your other efforts, but consider reappportioning those resources so you get the best of

both worlds. "But, I have high turnover, so training employees would be a waste of money!" you say. What is the cause of the high turnover? It could be many factors, but research has shown that employees leave jobs early when they don't feel adequately trained to do their best. If your employees are leaving early, this may be the cause, or you could be hiring the wrong type of people.

"Well, what type of training do I need to give my people?" The problem is a bit more complex than "what to train." It is a matter of who, what, when, why, how, and how often. "OH NO, you just gave me a headache!" It is not all that bad, but it will take planning and effort. For example, "who," should be everyone, because all employees have an effect on the customer, even people who never come in contact with the customer directly. "What," in addition to the procedural side of their job, employees need: communication, anger management, problem solving, team building, conflict resolution, personality handling, time, and stress management to name a few areas. The depth and scope of this training depends on the business.

"When," preferably after they have been trained in their process/procedural part of their job, i.e. the how to do the job stuff. "Why," must include what's in it for the customer, company, and the employees as individuals. "How," you could do it yourself—delegate, or hire a professional. Don't be "penny-wise and pound-foolish here," the wrong decision could cause more confusion and customer dissatisfaction.

"How often," here is where most business owners and managers fall short. In order to create the cultural change you desire, this cannot be a one-time event. It must be a constant part of your business, just like your advertising. How many of you would only do an ad campaign once and expect it to last a year or two, or more? A consistent focus and investment in customer satisfaction training skills continue to pay off as long as you invest. It is that simple.

As I sit here at O'Hare airport

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Contractor's Hit List

... Contacts for Permit Approval ...

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	City	Address	Phone/Fax/E-Mail Address	Contact	Contact
1.	Adelanto	11600 Air Base Rd. Adelanto, CA 92301	(760) 246-2300 FAX 246-3242	Michael Sakamoto City Manager	William Ferguson Building Official
2.	Apple Valley	20440 Hwy. 18, P.O. Box 429 Apple Valley, CA 92307	(760) 240-7101 FAX 240-7399	Bruce Williams Town Manager	Claude Stewart Chief, Building & Safety
3.	Banning	99 East Ramsey St. Banning, CA 92220	(909) 922-3120 FAX 922-3128	Don Foster City Manager	Tim Steenson Chief Building Official
4.	Barstow	220 E. Mountain View St. Barstow, CA 92311	(760) 256-3531 FAX 256-1750	Paul Warner City Manager	Marlowe Kulseth Chief Building Official
5.	Beaumont	550 E. 6th St. Beaumont, CA 92223	(909) 769-8520 FAX 769-8526	Alan Kapanicas City Manager	Kent Hall Building Inspector
6.	Big Bear Lake	39707 Big Bear Blvd., P.O. Box 10000 Big Bear Lake, CA 92315	(909) 866-5831 FAX 878-4511	Russell Carlsen City Manager	Phillip K. Mosley Jr. Chief Building Official
7.	Blythe	235 N. Broadway Blythe, CA 92225	(760) 922-6130 FAX 922-6334	Jack Nelson Chief Building Inspector	Michelle Van Dyke Building Technician
8.	Calimesa	908 Park Ave., P.O. Box 1190 Calimesa, CA 92320	(909) 795-9801 FAX 795-4399	Alan Kapanicas City Manager	Dale Everman Building Inspector
9.	Canyon Lake	31516 Railroad Canyon Rd. Canyon Lane, CA 92587	(909) 244-2955 FAX 246-2022	Del Powers City Manager	Ken Larson Building Official
10.	Cathedral City	68-700 Avenida Lalo Guerrero Cathedral City, CA 92234	(760) 770-0340 FAX 202-1460	Donald E. Bradley City Manager	Travis Lund Chief Building Official
11.	Chino	13220 Central Ave. Chino, CA 91710	(909) 591-9813 FAX 590-5535	Glen Rojas City Manager	Tom Wilson Chief Building Official
12.	Chino Hills	2001 Grand Ave Chino Hills, CA 91709	(909) 364-2741 FAX 364-2795	Douglas La Belle City Manager	Jeffrey W. Collier Community Dev. Director
13.	Claremont	207 Harvard Ave. Claremont, CA 91711	(909) 399-5471 FAX 399-5492	Tony Witt Director of Community Dev.	Duane Marx Building Official
14.	Coachella	1515 6th St. Coachella, CA 92236	(760) 398-3002 FAX 398-5421	Byron Woosley City Manager	Byron Woosley Actg. Chief Bldg. Off./Pblc. Wks. Dir.
15.	Colton	650 N. La Cadena Dr. Colton, CA 92324	(909) 370-5079 FAX 783-0875	Henry T. Garcia City Manager	David R. Zamora Community Dev. Director
16.	Corona	815 W. 6th Corona, CA 91720	(909) 736-2262 FAX 279-3550	George Guayante Interim City Manager	Keith Clarke Chief Building Official
17.	Desert Hot Springs	65950 Pierson Blvd. Desert Hot Springs, CA 92240	(760) 329-6411 FAX 251-3523	Rob Parkins Interim City Manager	Jodie Burnside Administrative Assistant
18.	Fontana	8353 Sierra Ave. Fontana, CA 92335	(909) 350-7640 FAX 350-7676	Frank Schuma Comm. Dev. Director	Andy Shipper Chief Building Official
19.	Grand Terrace	22795 Barton Rd. Grand Terrace, CA 92313	(909) 430-2247 FAX 783-7629	Patrizia Materassi Com. & Econ. Dev. Director	Virgil Barham Director, Bldg./Safety/Pblc. Wks.
20.	Hemet	450 E. Latham Hemet, CA 92543	(909) 765-2475 FAX 765-2481	Steve Temple City Manager	Colin McNie Chief Building Official
21.	Hesperia	15776 Main St., Hesperia, CA 92345	(760) 947-1300 FAX 947-1304	Tom Harp Com. Dev. Director	Tracy Wrigley Com. Dev. Tech. Spvsr.
22.	Highland	27215 Baseline Highland, CA 92346	(909) 864-8732 FAX 862-3180 www.ci.highland.ca.us	Rick Hartmann Comm. Dev. Director	Richard Shields Building Official
23.	Indian Wells	44-950 Eldorado Dr. Indian Wells, CA 92210	(760) 346-2489 FAX 346-0407	George Watts City Manager	Jim Johnson Senior Building Inspector
24.	Indio	P.O. Drawer 1788 Indio, CA 92202	(760) 342-6500 FAX 342-6556	Harold Schilling City Manager	Amy Modarressi City Engineer

N/A = Not Applicable WND = Would Not Disclose. na = not available. The information in the above list was obtained from the cities listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2001 Inland Empire Business Journal.

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BUILDING INDUSTRY

Home Building Industry Professionals Convene for 12th Annual Building Industry Show

Regional attendance and participation records were recently shattered as more than 9,000 Southern California home building industry professionals convened at the Anaheim Convention Center for BIS 2000 - the Building Industry Association of Southern California's (BIA/SC) 12th Annual Building Industry Show, sponsored by the *Los Angeles Times*.

The two-day show provided building industry professionals with a number of valuable opportunities to focus their energies on: building business relationships, networking, attending educational seminars and becoming more engaged in the programs offered by BIA/SC, the regional trade association that represents home builders and other industry professionals throughout the region, via its eight local chapters.

Representatives from more than 350 companies providing products

and services used in the construction of new homes were on hand to meet with show attendees in the 64,000-square-foot convention center exhibit hall. More than 40 seminars were presented during the show, including the first Building for Seniors Conference. The conference attracted 115 participants and was the most highly attended educational event. The series of four seminars focused on issues such as financing, introducing new design elements into home construction, meeting the needs of an aging population, marketing to more active seniors, and land use planning for senior committees.

The 34th Annual BIA/SC Awards and Installation Dinner was also held in conjunction with BIS 2000 at the Anaheim Hilton Hotel and attracted more than 300 guests and elected officials. Hearthside Homes Executive Vice President Lucy Dunn was sworn in as

BIA/SC president elect and Kaufman and Broad Home Corporation Chairman and CEO Bruce Karatz was recognized as the BIA/SC Builder of the Year for 2000. Emblem Development President and outgoing BIA/SC President Philip Walsh was also recognized. Both Karatz and Walsh were presented with formal letters of recognition from Governor Gray Davis as well as with federal and state legislative proclamations recognizing them for their contributions to the home building industry.

Pardee Homes Chief Operating Officer Vance Meyer was presented with the Individual Achievement Award for Community Involvement; Kathy Chambers-Johnson was presented with the Individual Achievement Award for Education; The Lee Group President Jeff Lee was presented with the Individual Achievement

Award for Government Affairs and the A. Gary Anderson Memorial Associate Member Award of Excellence went to Chicago Title Manager of Subdivision of Sales Bill Keller.

BIA/SC Baldy View Chapter President and Premiere Homes Vice President Fred Farr accepted the BIA/SC Memorial Award for his chapter and Wells Fargo Mortgage Builder Services Account Executive Kirk Hartley received the BIA/SC Memorial Award for the Sales and Marketing Council. The Inco/Dico Group Chairman of the Board Harry Crowell received the BIA/SC Lifetime Service Award and Farmers Insurance Agent Mark Hobson received the National Association of Home Builders "Big Spike" Award for membership recruitment and BIA/SC Immediate Past President D. Gregg Brown was presented with the 2000 President's Award.

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	Company Address City/State/Zip	# Offices Inland Empire Company Wide	I. E. Registered Brokers Full Time Part Time	Services	Headquarters Year Established	Top Local Executive Title Phone/Fax E-Mail Address
1.	American Express. Financial Advisors 820 Mountain Ave., Ste. 109 Upland, CA 91786	12 3,700	84	Financial Planning, Full Brokerage Service, Insurance, Mutual Funds	Minneapolis, MN 1884	Ian D. Bishop Managing Principal (909) 608-0588/608-0589 ian.d.bishop@aexp.com
2.	A. G. Edwards & Sons 3737 Main St., Ste. 103 Riverside, CA 92501	5 651	46	Retail Brokerage, Public Finance, Corporate Finance	St. Louis, MO 1887	Mary Carruthers Branch Manager (909) 784-8700/682-2517
3.	Morgan Stanley/Dean Witter 3801 University Ave., Ste. 550 Riverside, CA 92501	5 433	86	Retail Brokerage, Corporate Finance, Insurance, Financial Planning, Investment Consulting	New York, NY 1924	Roger Williams Branch Manager (909) 784-8383/784-3913
4.	Merrill Lynch & Co. 4141 Inland Empire Blvd., Ste. 150 Ontario, CA 91764	4	30	Financial Planning, Stocks, Bonds, Annuities, Mortgages, Real Estate, Insurance Products	New York, NY 1886	Gary A. Hernandez Resident Manager (909) 476-5100/476-5163
5.	Paine Webber, Inc. 3403 10th St., Ste. 500 Riverside, CA 92501	2 281	37	Full Service Brokerage	New York, NY 1879	Jim Gallegos Resident Manager (909) 684-6300/682-9409
6.	Palm Springs Financial Mgmt. 777 E. Tahquitz Canyon Way, #200 Palm Springs, CA 92262	2	1	Registered Investment Advisor	Palm Springs, CA 1992	Sheldon M. Bell President (760) 323-0893
7.	Charles Schwab & Co. Inc. 3701 Market St., Ste. A Riverside, CA 92501	2 304	14	Full Service Brokers Discount Commission	San Francisco, CA 1975	Dennis Bolt Branch Manager (909) 774-2220/774-2221
8.	Hagerty, Steward 205 E. State St. Redlands, CA 92373	1 4	7	Securities Brokerage, Personal Financial Services, Business Financial Services	Irvine, CA 1979	Barrick A. Smart President (909) 335-8565/335-8573
9.	Diversified Securities 69730 Hwy. 111, #202 Rancho Mirage, CA 92270	1 7	1	Complete Investment Services All Stock Exchanges Financial Planning	Long Beach, CA 1965	Eugene T. Conway Vice President (760) 770-1150/770-1861
10.	Thornes & Associates, Inc. Investment Securities 317 W. State St., Ste. B Redlands, CA 92373	1 1	6	Full Service Brokerage: Stocks, Bonds, Mutual Funds, Retirement Plans & RIA	Redlands, CA 1996	Fred J. Thornes President (909) 335-7440/335-5746 thornes@thornesinvest.com
11.	Gorian Investments 350 W. 5th St., Ste. 103 San Bernardino, CA 92401	1 1	8 1	Full Service Stock & Bond Brokerage, Retirement Plans, Mutual Funds, Fully Managed Accounts	San Bernardino, CA 1982	George Gorian President (909) 888-7551/889-1647
12.	Garry N. Nichols & Assocs. 1040 N. Benson Ave. Upland, CA 91786	1	10	Full Service Registered Investment Advisor, Certified Financial Plans	Upland, CA 1994	Garry N. Nichols President (909) 982-0607/982-4479 gnichols2@prodigy.net
13.	Sentra Securities 777 E. Tahquitz Canyon Way, Ste. 200 Palm Springs, CA 92262	1	3	Full Service Brokerage	San Diego, CA 1973	Ken McDonald Regional Branch Manager (760) 323-5152/324-2931 kmcdon5116@aol.com
14.	RPM Insurance Services 310 E. Citrus Ave. Redlands, CA 92374	1	3	Investment Advisors Full Service Brokerage, PIM Financial Services	Redlands, CA 1975	William A. McCalmon President (909) 792-6765/798-9668
15.	LPL Financial Services 25262 Corte Sandia Murrieta, CA 92563	1	1	Stocks, Mutual Funds, Financial Planning	Murrieta, CA 1993	John Fontenot Branch Manager/Owner (909) 698-5566
16.	National Planning Corp. 222 E. Olive St., Ste. 2 Redlands, CA 92373	1	1	Investment Advisory, Financial Retirement Planning	Santa Monica, CA na	Eddie Ngo Branch Manager (909) 307-1760/307-1763
17.	Smith Barney Inc. 456 W. Foothill Blvd. Claremont, CA 91711	1	WND	Investment Brokerage	New York, NY na	Joe Molinari Branch Manager (909) 625-0781/621-6046
18.	Brookstreet Securities 8300 Utica Ave., Ste. 301 Rancho Cucamonga, CA 91730	1 168	300	Securities Brokerage, Qualified Plans, Variable Annuities, Variable Life Insurance, Investment Advisor, Asset Management	Irvine, CA 1990	Jesse Dickinson Branch Manager (909) 944-6838/945-2122 jdickinson@mail.bkst.com
19.	Triton Asset Management Inc. 777 Tahquitz Way, #200 Palm Springs, CA 92262	1 2	2 1	Full Service Brokerage, Asset Management	Palm Springs, CA 1973	Ken McDonald Senior Partner (760) 323-5152/324-2931 kmcdon5116@aol.com

N/A= Not Applicable WND = Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright Inland Empire Business Journal 2001.

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IN THE INTEREST OF WOMEN

PWR Wins Three National Excellence Awards at NAFE Conference

The Professional Women's Roundtable (PWR) a NAFE affiliate network in the Inland Empire was recently awarded three network innovation certificate of excellence awards (NICE) at the National NAFE Leadership conference in Florida.

Amy Lynn Frost, PWR member and owner of Impact!! (custom training and coaching) from Loma Linda, won the award for Excellence in Programs for the year 2000. Amy served as the chair of the June PWR conference.

Shirley Kerr, PWR membership chair and independent distributor for Mannatech (Nutraceuticals) from Riverside, won the award for Excellence in Membership.

Robbie Motter, PWR founder/director won the award for Excellence as Outstanding Network Director. Motter also serves as the West Coast regional coordinator for NAFE and is a marketing, public relations consultant from Sun City.

The plaques were presented at the awards dinner at the Safety Harbor Spa in Florida. PWR received three of the six NICE awards presented for the year 2000. This is the second year in a row that PWR has won three awards.

"PWR is a winner because of the dynamic women in the group and our hard-working volunteer board that gives so much to serve its members. Working together as a team to emPWR others is what PWR is so great at. We

have and want to continue to make a difference in the lives of all women in the Inland Empire," said Robbie Motter, founder/director.

NAFE has 200 affiliated networks across the United States and is the largest business women's organization in the U.S., with 150,000 members.

PWR, a NAFE affiliate network, is a nonprofit 501 C3 organization, dedicated to mentoring women in the Riverside and San Bernardino County areas to enhance their personal and professional growth.

The group meets the third Wednesday of each month starting at 5:45 p.m. for networking, dinner and a professional speaker at Canyon Crest Country Club in Riverside. The next meeting

will be Jan. 17, 2001. The next PWR conference will be held on March 3, 2001 at Cal State, San Bernardino when Gretchen Tibbits, president of NAFE, will be the keynote speaker.

There will be 10 additional speakers, and vendor display booths are available. Check out the PWR Web site to view the programs for 2001 which are posted on www.pwronline.org

PWR has proclaimed the year 2001 the year of emPWRment for its members. For membership information, contact Shirley Kerr, membership chair at (909) 688-8046, and email: starsprt@earthlink.net. For more information, contact Robbie Motter at (888)244-4420 or email rmotter@aol.com.

Business Owners Are Philanthropic Leaders

Women entrepreneurs are more likely than men to fill leadership roles as volunteers, according to a recent article printed in the "NFWBO News."

Women and men business owners surpass the general population in their level of involvement in philanthropy, both in money donated and time volunteered, according to a new survey that was conducted by NFWBO (The National Foundation for Women Business Owners), in cooperation with The Committee of 200 (C200) and underwritten by Merrill Lynch's Center for Philanthropy and Nonprofit Management.

Business owners make charitable contributions through their businesses and many have programs to encourage their employees to volunteer. Women entrepreneurs are highly motivated philanthropists who are more likely than men entrepreneurs to participate in leadership roles when they volunteer for charitable organizations. The report, "Leaders in Business and Community," is based on a national survey among 226 women and 235 men business owners.

"Nine out of 10 business owners (92 percent of women and 88 percent of men) contribute money to charities; compared to 70 percent of all U.S. households surveyed by the Independent Sector in 1999," noted NFWBO Chair Nina McLemore. "Nearly one-third of the business owners surveyed by NFWBO (31 percent of women, 30 percent of men) make significant personal charitable contributions of \$5,000 or more per year, including 15 percent and 13 percent, respectively, who contribute \$10,000 or more." McLemore is President of Regent Capital, a private investment firm, and a member of C200.

Entrepreneurs are also active volunteers with charitable organizations. Seven out of 10 of the business owners surveyed (68 percent of women, 72 percent of men) by NFWBO volunteer at least once in a typical month, compared to 62 percent of all women and 50 percent of all men in the U.S. Women and men business owners who contribute and volunteer have increased their philanthropy in recent years.

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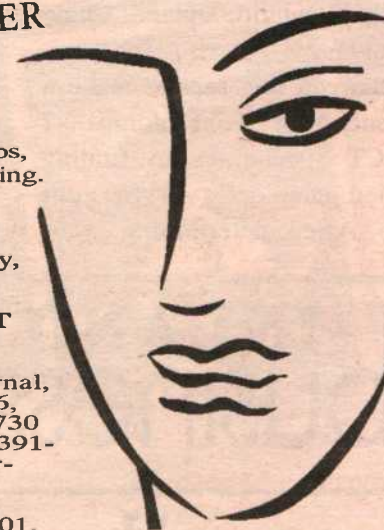
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Tight Labor Market Increases Need for Personnel Service Companies

As the economy continues to show record-breaking strength, employment needs continue to be a challenge. The demand for quality employees grows as the number of available candidates decreases. Unemployment rates are at an all-time low.

More and more companies are turning to personnel services for solutions to their employment needs. The largest employment company in the Inland Empire is SELECT Personnel Services. SELECT provides not only staffing solutions, but other services such as payroll, employment law seminars, on-site services and automated time-keeping that can keep your company running smoothly and efficiently.

SELECT Personnel Services was founded in 1985 as a family-owned business and has since grown to more than 50 branch offices throughout California and the western United States. SELECT has seven offices to serve the Inland Empire, located in: Victorville, San Bernardino, Riverside, Ontario, Upland, Chino and Covina.

How can this service make a difference for your company? SELECT specializes in finding qualified candidates to fit your needs. After determining your

human resource requirements, the organization's highly-trained personnel supervisors will draw from their huge database, and find the most qualified applicants. All of the applicants are interviewed, tested, and their references checked before they are placed at a company.

Check out the service's 'Working Interview!' If you feel that the candidate is not the perfect fit for your company, simply call within the first four hours and they will find a qualified replacement.

Additionally, using a personnel placement company can save your company the high cost of complying with federal and state regulations and defending against potential legal problems. These days, employers are expected to be experts in all areas of personnel law. Many of these costs, such as: salary, payroll, fringe benefits, and reporting can be drastically reduced by using a personnel service.

Some companies choose to use 'planned staffing' or temporary personnel as an effective economic buffer. This can be extremely successful because personnel costs are one of the major expenditures for every company. By using temporary personnel, fixed costs are converted to variable costs, because companies pay for only the hours and services used.

New Reporting Requirements Began January 1

A new law, effective Jan. 1, 2001, requires businesses and government entities that are required to file a federal Form 1099-MISC for services performed by an independent contractor to report specific information to EDD.

This information must be filed with EDD within 20 days of either entering into a contract with an independent contractor for \$600 or more, or making payments totaling \$600 or more to an independent contractor in any calendar year, whichever is earlier.

It is not necessary for businesses to report the following types of entities: corporations, general partnerships, or limited liability companies. In general,

businesses are required to report independent contractors that are sole-proprietors.

This new law (Senate Bill 542, Burton) is in addition to the current new hire reporting requirement for employers. These laws are intended to assist child support enforcement agencies identify parents who are delinquent in their child support payments.

For more information on the independent contractor reporting requirements (Report of Independent Contractors, DE 542) visit Web site www.edd.ca.gov/txicr.htm.

If you have any questions, please e-mail taxcomm@edd.ca.gov or call (916) 657-0529.

JPI of Ontario Forms Alliance...

continued from page 1

American firm, SCGAC will now be able to design and build their unique style of garden in the United States.

JPI Design of Ontario, California and SCGAC have entered into an agreement to pursue joint business opportunities for their companies in both the U.S. and China. Charles Pilcher, chairman and CEO of JPI, and Xu Wentau, director of the Suzhou Gardens Administrative Bureau, recently celebrated this alliance at a signing ceremony in Rowland Heights, California.

"We believe that there is tremendous potential for a company like SCGAC in the area," says Pilcher. "There's a demand for unique landscaping in both the residential and commercial markets, and the Chinese classical gardens are definitely very unique."

One of the first steps in the strategic alliance is the establishment of a California corporation, which will be jointly owned by JPI and SCGAC. This new company will design and construct original Chinese classical gardens throughout the country for residential,

commercial and municipal clients. The primary elements of these gardens, the carved stone, intricate woodwork and natural, exotic Taihu rock will be imported from China.

"There are a large number of Americans with Chinese ancestry," explains Pilcher. "In addition to that, you have an increasing appreciation of Asian culture throughout society in general. SCGAC should do well in the U.S. because they manage to combine traditional Chinese technique with a modern drive to create something new and original, every time they approach a project.

Each garden they design is unique, whether it's in China or the United States, and they can design gardens for a large project, such as a retail complex, or on a much smaller scale for a private residence."

JPI will provide marketing and project management for the company's projects and will serve as architect-of-record. The garden design, fabrication of specialty landscape elements and construction oversight will be provided by SCGAC. The joint company also intends to import a variety of arts and crafts manufactured by affiliated Suzhou Garden Companies.

INLAND EMPIRE business journal

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BANKING

Centennial First Financial to Acquire Palomar Community Bank

Centennial First Financial Services, parent company of Redlands Centennial Bank, and Community West Bancshares, parent company of Palomar Community Bank, recently have jointly announced the signing of a Definitive Agreement, whereby Centennial will acquire Community West Bancshares wholly-owned subsidiary, Palomar Community Bank, headquartered in Escondido. The transaction will preserve the only locally owned and operated community bank headquartered in Escondido. The purchase price is estimated at \$10.5 million, and is a combination of

cash and CFFS stock.

Douglas C. Spencer, president and CEO of Centennial First Financial Services, commented, "We are extremely pleased with this transaction, which should prove highly beneficial to both organizations. There is tremendous synergy between our two community banks, and our combined resources assure increased benefits to shareholders, employees, management, and certainly the customers of Redlands Centennial and Palomar."

According to Rick Sanborn, Palomar Community Bank's

president and CEO, "Becoming part of the Centennial family is a "win-win" situation for us. Our goal all along was to partner with investors who understood the importance of Palomar maintaining its local independence, and who had the same long-term vision of our future. Our ability to maintain local control of Palomar, while having access to Centennial's products and services and enhanced technology, can only be seen as a distinct benefit to the businesses and residents of North San Diego County."

The transaction is slated to be completed by mid 2001.

Centennial First Financial Services is currently a one-bank holding company, with a full-service branch in Brea scheduled to open next year. Formed

in December, 1999, Centennial First Financial Services is the parent company of Redlands Centennial Bank, which has provided bank services since August, 1990. The company operates its main office and construction division in downtown Redlands, Calif. Its SBA loan production offices are in Santa Ana and Los Angeles, and there is also a loan production office in Anaheim.

Palomar has been serving Escondido's residents and businesses since 1984. The bank currently has 25 full-time employees. Under the terms of this purchase, Palomar's senior management will remain in place, and the bank's name will be retained. There are no immediate plans for changes in operations or staffing.

Imperial Bancorp and Comerica— A Match Made in Banking Heaven

The merger of Imperial Bancorp and Comerica is expected to become final in the first quarter of the new year. At that time, Imperial Bank will become part of Comerica Bank-California and operate under the Comerica brand name.

Based on combined assets of \$14 billion in California and \$48 billion in total, the transaction will create the fourth largest banking company in California and the 19th largest nationally. With the merger, a company will be created with a market capitalization of \$9.8 billion; loans of \$39 billion; deposits of \$33 billion, and a proforma net income of \$824 million.

A Shared Commitment to the Middle Market

Imperial and Comerica Bank-California have a lot in common. The strategic fit couldn't be better, and the alliance creates a new organization far stronger than either bank alone. It combines Imperial's growth record with Comerica's solid growth, financial discipline, and strong credit culture, and leverages both companies' complementary strengths in corporate banking. The joining of the two

business-to-business banking organizations will strengthen customer service through an expanded presence in northern and southern California. Imperial also adds its full-service offices in Arizona, Colorado and Washington, and its emerging growth loan offices in high technology centers around the country.

Both companies are highly focused on the middle market; small businesses; emerging growth markets; title and escrow deposits, and entertainment lending in California and nationally. In fact, Comerica Bank-California will be the state's volume leader in Small Business Administration (SBA) lending, entertainment industry lending, and title/escrow lending. Nationally, it will rank in the top five in these areas. In emerging growth markets, it will rank second — both in California and nationally. The company will also be a leader in residential construction lending in the state.

Up-to-date information about the current progress of this important merger may be accessed at: www.imperial-bank.com.

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REAL ESTATE NOTES

Wilson Johnson of Palm Desert reported the lease of the Desert Paintball Center Building located at 72-060 Corporate Way, Thousand Palms. The 9,975-square-foot property was leased by **Desert Paintball Center** to Strictly Flooring Design for \$6,483 per month. The lessor was represented by **Brian Ward** of **Wilson Johnson**. ...**Kevin Assef** reported the sale of the **Towers Apartments**. The property is a 28-unit apartment complex located at 881 Orchid St., Upland and was sold for \$1,180,000. The principals were represented by **Bruce Rajae** of **Marcus & Millichap's** Ontario office. **Pacific Newport Properties** announced the beginning of grading for the Western Region distribution and fulfillment center for **Ingram Micro**. The 799,952-square-foot property is located on Harvest and Hamner Avenue, Mira Loma. The first phase 10-year lease is worth approximately \$31 million. **Rick John** and **Kent Hindes** of **Collins Commercial Corporation** negotiated on the landlord's behalf....**Kevin Assef** announced the sale of the **Linda Vista Mobile Home Park**. The property is a 110-space mobile home park and sold for \$2,770,000 and the principals were represented by **John Reinhardt** of **Marcus & Millichap's** Ontario office. **General Dynamics Corporate Real Estate** announced the sale of 20 acres in the **Empire Lakes Center** to **JPI**. They will be developing a new residential community, **Jefferson at Empire Lakes**, which will consist of one, two and three bedroom apartments located next to the golf course. The Empire Lakes Center is already home to the **Empire Lakes Golf Course** and the **Fairway Business Centre**. The combination of businesses and residential communities to create a truly mixed use site will continue throughout the year to complete the 380-acre master-planned development. For real estate development opportunities and information regarding the **Empire Lakes Center** please contact **Cindy Boston** of **General Dynamics Corporate Real Estate** at (909) 484-4800...**Highland Sixty LLC** announced the sale of **Villa De La Rosa Apartments**. The 60-unit apartment building located at 7862 Lankershim in Highland, was purchased by **Woodside Realty Inc.**...**Carpenter & Associates** reports that **Bear Forest Products** recently leased a 95,376-sq.-ft. industrial facility in Riverside. The new building is located at 4685 Brookhollow. The five-year lease is valued at \$2 million...**Carpenter & Associates** of Newport Beach announced that **Adesa Corporation** has acquired 70 acres of land in Mira Loma for \$9 million. The acquisition is located at Bellegrave and Galena Sts. near the intersection of I-15 and I-60 freeways. **Korek Land Company** of Van Nuys represented the seller, **Mitsui Real Estate Sales**...The Coachella Valley Partnership has announced that **Global Electric Motorcars** has signed a lease for 20,000-square-foot distribution center in Palm Springs. The new Palm Springs facility will serve as a regional distribution center to serve the markets of San Diego, Orange County, Los Angeles and Phoenix...Of the top 38 **CoStar** markets-nationwide, the Inland Empire has two of the top 10 U.S. Industrial Lease deals (based on industrial lease deals signed in 2000). **Sierra Gateway Center-Bldg.** Santa Ana St. ranks third with 817,750 square feet leased to the **Home Shopping Network**. The tenant rep and landlord rep company was **CB Richard Ellis** while the tenant rep broker was **Walt Chenoweth**. Also, 4200 Mission Blvd., Ontario ranks fourth with 763,228 square feet leased to **etoys**. The tenant rep company was **CRESA Partners, LLC**, the tenant rep broker, **Matthew Miller**, and the landlord rep company was **Lee & Associates**. The information source was **CoStar Group, Inc.**...**Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company** announced the sale of **Moreno Valley Plaza**. The property is a shopping neighborhood located at 23585-23965 Sunnymead Boulevard, Moreno Valley and sold for \$24,400,000. The principals were represented by **Alan Krueger** and **Richard Longobardo** of **Marcus & Millichap's** Ontario office.

World's Largest Optical Media Manufacturer Breaks Ground in Ontario

Ground was broken Dec. 12 in Ontario for a 222,000 sq. ft. expansion of the Los Angeles Basin manufacturing and distribution facilities for **Ritek Group/Ritek Global Media**, the cornerstone of a recent \$100 million commitment to the Inland Empire by reportedly the world's largest manufacturer of optical media.

The build-to-suit sale project by **Lennar Partners** of Irvine, CA is strategically located on a 12-acre site immediately north of the Pomona Freeway at 2950 E. Philadelphia St. within the 113-acre Philadelphia Place business park developed by **Lennar**. A July 2001 completion is scheduled.

Being built by **Oltmans Construction Co.** of Whittier, CA

the new Ontario building represents the central component of over 355,000 sq. ft. of space which **Ritek Group** has acquired in Philadelphia Place this year, according to **Shan Lee**, associate vice president in the City of Industry office of **Daum Commercial Real Estate Services**.

Lee represented **Ritek Group** in its expansion from City of Industry, CA where it retains other facilities. The two other acquisitions were a 56,571 sq. ft. facility and a 76,860 sq. ft. building, both in Philadelphia Place.

Lee reports that **Ritek Group** is bringing approximately 300 jobs to the Inland Empire where the company will manufacture CDs, DVDs and recordable media.



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DESERT BUSINESS JOURNAL

Fourth Annual Roy Rogers and Dale Evans Western Film Festival

The fourth annual Roy Rogers and Dale Evans Western Film Festival will be held Saturday and Sunday, Mar. 24 and 25, 2001 at the Cinemark Bear Valley 10 Theatre in the Mall of Victor Valley, Victorville. The festival will commemorate the lives and careers of legendary singing cowboy and cowgirl stars—Roy Rogers and Dale Evans.

This event will provide a thrilling opportunity for fans to come together and see Roy and Trigger gallop across the big screen, fighting for truth and justice in the "Old West," as they did in their heyday in the 40s and 50s. Even though their films have been shown on TV from time to time, it is rare indeed to see them on a theater-size screen, as they were originally intended to be seen. Roy and Trigger, along with Dale, Gabby Hayes, Bob Nolan and the Sons of the Pioneers, formed one of the greatest and most successful movie

teams of all time!

In addition to a full schedule of films, the festival will feature live music with Roy Rogers Jr. and his band, the High Riders along with other western entertainment. There will also be a live and silent auction including Roy Rogers and Dale Evans collectibles and memorabilia. Proceeds from the event benefit the Happy Trails Children's Foundation for severely abused children.

Several generations of boys and girls grew up with Roy Rogers and Dale Evans as their heroes. It has been said that Roy had a more positive influence on the youth of America during the 40s and 50s than any other single individual.

Make your plans now to attend this special event. Bring your children and grandchildren to see the heroes of your youth.

For more information, visit our Web site, www.happytrails.org.

Bette Myers Elected Chair of Mount San Jacinto Winter Park Authority Board

The Palm Springs Aerial Tram has announced Bette Myers to the position of newly elected chair of the Mount San Jacinto Winter Park Authority, the governing body of the attraction.

Myers, a resident of La Quinta, was originally appointed to the board in April 1996 by Governor Pete Wilson. She has held several positions with the board including secretary, member of the public relations and advertising, finance and public affairs committees. She is president and CEO of G.E.T.M. Inc., known locally as Valley Creditors Service. Myers is the founder and former publisher of the "The Public Record," a weekly business

and legal newspaper.

Myers is well known in the Coachella Valley for her active participation in civic and political activities, including the position of vice chairman of the Riverside County Republican Party and chair-founder of the Eisenhower Community Partnership for a Healthy Future. She received the coveted Athena Award in 1988 and was named a Woman of the Year in 1993 by the Senator David G. Kelley.

Myers said, "I look forward to working with the board, staff, vendors and all of the attraction's customers to continue bringing the world-renowned Tram into the 21st century."

Coachella Valley Economic Partnership Goes Online as the First Regional Web Site

Coachella Valley Economic Partnership (CVEP) has launched the first online site selection system in California designed to help businesses find the right business location, understand what incentives are offered, and learn about the Coachella Valley marketplace.

CVEP is a private-public partnership that fosters economic growth, diversification of industry and job creation through business recruitment, retention and expansion, without compromising the environmental attributes of the Coachella Valley.

Launched on Dec. 1, 2000, the system allows for available retail, office and industrial real estate to be listed and for users to find business available locations.

CVEP CEO Michael Bracken said: "For businesses looking to expand or relocate into the Coachella Valley marketplace, www.moveherenow.com is a tool that helps them understand the marketplace, what sites are available, and who can help them relocate or expand into this region.

"The concept for the system was really born out of some conversations CVEP had about a year ago with Verizon. Verizon Communications is, of course, the seventh largest company in the nation now," Bracken said. "Verizon selected the Coachella Valley a few years ago as a region of choice. They felt that this region had some of the highest growth potential with respect to high-tech fiber optic communications in the nation."

Verizon actually provided CVEP with a substantial amount of money with which to design the site. "Its cost was somewhere in the area of \$50,000-\$100,000, so it's a fairly expensive system," Bracken said. The system is designed to act as a response vehicle for the economic partnerships marketing, and to increase the level of communication between brokers. Companies that see our message somewhere,

whether it is in an airport, a car, a newspaper, on the radio, whatever, can put some brand identity to moveherenow.com.

moveherenow.com is easy to remember — it is not an acronym. The site provides not only information about what CVEP does as a corporation, but also information about the region. There is a demographics page. It provides an online site selection system with which to find a business site—either retail office or industrial.

The site is very unique compared to others that have been created, because this is the first regional site in California. This is a site for the entire Coachella Valley and is actually maintained by the broker and developers in the region. They enter their own information; they track their own inventory.

The second overriding goal is to increase the level of communication between brokers, so that if a broker does not have what a client is looking for, he or she has the resources to go online and see if someone else does. "It is an absolutely incredible system," according to Bracken. "It has only been up and operational for about three weeks. We have already landed a 20,000-square-foot user office site. It happens to be a division of Chrysler that has just announced that it is coming into the market place.

"The first one has happened." Bracken said: "We have five other deals in the works that came from this site already. This is exciting to see, a golf equipment manufacturing company and some software companies. These are people that have seen the marketing messages and have used this as a vehicle to respond to us.

"We beta tested the site in November. In the first 13 days of December, we had more than 21,000 hits. We own our own server and we have it located out here

continued on page 59

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**Inland Empire
Business Journal**

For Insight on Inland Empire Business ...

Who is Your Sommelier?

The tuxedoed wine waiter approaches the table and the anxiety heightens. Does this penguin-like server have what it takes to be a true sommelier, or is he just another glorified waiter parading peacock-like through the dining room with his nose in constant danger of scraping the ceiling? He steps closer, and you catch the blinding glint of the silver tastevin dangling from the long chain around his neck. He is now table side. He has cleared his throat and is ready to pontificate. *En garde!* He will now attempt to intimidate you, using as his shield our relative naiveté, and his vast knowledge as his sword. You WILL submit. You WILL order the Pouilly Fuisse'. You WILL enjoy it. And if you don't, that is obviously because you just don't get it.

Alas, the image of the tux-wearing, cork-sniffing, tastevin-wielding, cellar-dwelling ogre is a cliché. In fact, many restaurants

today (perhaps most) do not employ a sommelier at all, and present-day sommeliers in general are a lot friendlier. But the question remains: Why is it that some restaurants take their wine as seriously as their food, while others can't seem to find waiters capable of removing the corks in one piece? What is a sommelier, anyway? The fact that we shouldn't have to worry about the abilities of the wine steward at our table does not negate the fact that we do; we have no choice. To receive decent service—which might be as basic as having a red wine delivered in time for the main course—your best offense is a good defense.

Even before having to engage a waiter or wine steward in any sort of discussion, you can gauge the integrity of the restaurant and the amount of care they have for you, the guest, by taking a quick look at the list. How is the pricing structured? Are there any inexpensive

wines, or at least a few values? Do you see any wines of interest that you don't recognize, or that surprise you with their presence on the list? Has the restaurant put an effort into describing individual wines or grouping them into categories, or recommending any food and wine match-ups? What is the range of pricing, and does it complement the pricing of the menu? Is this wine list easy to read and friendly or just another attempt to intimidate? All of these clues can help you determine whether or not the restaurant has put thought into its wine program.

When it comes time for a *tete a tete*, if the steward makes a recommendation without asking questions of you, it is almost time to throw in the towel. It is impossible

for any conscientious server to recommend a wine without first ascertaining the following "WHATS?":

- What will you be eating?
- What's the mood at the table? (Is it a business meal or a birthday party?)
- What does the person ordering know about wine?
- What type of wines do you like?
- What wines on this list have you enjoyed in the past?
- What would you like to spend?
- And ask about the restaurant policy regarding its "corkage fee."

Remember that if for the "most special occasion," you cannot bring your own very, very special wine for a reasonable fee—well, find another restaurant.



Wine Selection & Best Rated

by Bill Anthony

Sterling

1997 Merlot \$20.00
Napa Valley, California

1997 Merlot \$12.99

1997 Cabernet Sauvignon \$12.99
California, Vintners' Collection

Paul Thomas

1998 Merlot \$9.00
Washington

Nv Razz \$12.00
Washington

Bighorn Ranch

1997 Cabernet Sauvignon \$36.00
Napa, California

1997 Cabernet Sauvignon \$42.00
Napa, California, Reserve

Monthaven

1997 Cabernet Sauvignon \$9.99
Napa Valley, California

Monthaven

1997 Viognier \$9.99
California

Cascade Ridge

1998 Chardonnay \$12.99
Columbia Valley, Washington

Buena Vista

1998 Cabernet Sauvignon \$8.99
California, Classics

1998 Sauvignon Blanc \$8.75
California, Classics

1996 Sparkling Wines \$25.00
Carneros, California,
Blanc De Blancs

Brancott

1998 Sauvignon Blanc \$16.00
New Zealand, Reserve



Famous fare. Finely defined.

dine to Jazz, Friday & Saturday nights in the

Manhattan Room

Late Night Menu After Ten

950 Ontario Mills Drive, Ontario, CA 91764 ■ Reservations Recommended 909-987-1928

continues from page 34

Contractor's Hit List

••• Contacts for Permit Approval •••

	City	Address	Phone/Fax/E-Mail Address	Contact	Contact
25.	Lake Elsinore	130 S. Main St. Lake Elsinore, CA 92530	(909) 674-3124 FAX 471-1418	Dick Watenpaugh City Manager/Director R.D.A.	Larry Russell Bldg. & Safety Mgr.
26.	La Quinta	78495 Calle Tampico La Quinta, CA 92253	(760) 777-7012 FAX 777-7011	Tom Genovese City Manager	Tom Hartung Building & Safety Dir.
27.	Loma Linda	25541 Barton Rd. Loma Linda, CA 92354	(909) 799-2836 FAX 799-2894	Robert Clute Acting City Manager	Dan Smith Comm. Dev. Director
28.	Montclair	5111 Benito St. Montclair, CA 91763	(909) 626-8571 FAX 621-1584	Lee McDougal City Manager	Steve Griggs Chief Building Official
29.	Moreno Valley	P.O. Box 88005 Moreno Valley, CA 92552-0805	(909) 413-3350 FAX 413-3210	Gene Rogers City Manager	Gary Kyle Building Official
30.	Murrieta	26442 Beckman Ct. Murrieta, CA 92562	(909) 698-1040 FAX 698-4509	Stephen Mandoki City Manager	Jim Miller Dev. Svcs. Director
31.	Norco	2870 Clark Ave. Norco, CA 91760	(909) 735-3900 FAX 270-5622	Gerald Johnson City Manager	TBA Building Official
32.	Ontario	303 E. "B" St. Ontario, CA 91764	(909) 391-2546 FAX 391-2588	Greg Devereaux City Manager	Otto Kroutil Development Director
33.	Palm Desert	73-510 Fred Waring Dr. Palm Desert, CA 92260	(760) 346-0611 FAX 776-6392	Carlos Ortega City Manager	Homer Croy Director, Bldg. & Safety
34.	Palm Springs	P.O. Box 2743 Palm Springs, CA 92263	(760) 323-8242 FAX 322-8360	Robert C. Parkins City Manager	Gary Bitterman Building Official
35.	Perris	101 N. "D" St. Perris, CA 92570	(909) 943-5003 FAX 943-3293	Bill Vasquez City Manager	Rich Johnston Fire Marshal/Building Official
36.	Pomona	P.O. Box 660 Pomona, CA 91769-0660	(909) 620-2371 FAX 620-3781	Severo Esquivel City Administrator	Simon R. Shoo Chief Building Official
37.	Rancho Cucamonga	P.O. Box 807 Rancho Cucamonga, CA 91729	(909) 477-2700 FAX 477-2711	Jack Lam City Manager	Bill Makshanoff Chief Building Official
38.	Rancho Mirage	69825 Highway 111 Rancho Mirage, CA 92270	(760) 202-9253 FAX 324-9851	Patrick Pratt City Mgr./Redev. Director	Steve Buchanan Building Official
39.	Redlands	P.O. Box 3005 Redlands, CA 92373	(909) 798-7536 FAX 798-7670	Gary Luebbers City Manager	Richard Pepper Chief Building Official
40.	Rialto	150 S. Palm Ave. Rialto, CA 92376	(909) 820-2525 FAX 820-2527	Walter C. Kane Acting City Administrator	Rod Taylor Director, Dev. Services
41.	Riverside	3900 Main St. Riverside, CA 92522	(909) 826-5697 FAX 826-5622	John Holmes City Manager	Dan Chudy Chief Building Official
42.	San Bernardino	300 North "D" St.-3rd Floor San Bernardino, CA 92418	(909) 384-5057 FAX 384-5080	Fred Wilson City Administrator	Joseph Lease Dev. & Insp. Svcs. Manager
43.	San Jacinto	201 E. Main San Jacinto, CA 92583	(909) 487-7330 FAX 654-9896	Jake Wager City Manager	Tim Hults Planning Director
44.	Temecula	P.O. Box 9033 Temecula, CA 92589-9033	(909) 694-6444 FAX 694-6478	Shawn Nelson City Manager	Tony Elmo Chief Building Official
45.	Twentynine Palms	6136 Adobe Rd., P.O. Box 995 Twentynine Palms, CA 92277	(760) 367-6799 FAX 367-5400	Jerry Arrasmith Sr. Bldg. Inspector	Jay Corbin Comm. Dev. Director
46.	Upland	P.O. Box 460 Upland, CA 91785	(909) 931-4110 FAX 931-9923	Jeff Bloom Comm. Dev. Director	Matt Winter Building Official
47.	Victorville	14343 Civic Dr. Victorville, CA 92392	(760) 955-5101 FAX 245-1063	Jon Roberts City Manager	George Worley Director, Bldg. & Safety
48.	Yucaipa	34272 Yucaipa Blvd. Yucaipa, CA 92399	(909) 797-2489 FAX 790-9143	John Tooker City Manager	Ron Grider Sr. Building Inspector

N/A = Not Applicable WND = Would Not Disclose, na = not available. The information in the above list was obtained from the cities listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letter-head to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2001 Inland Empire Business Journal.

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Chancellor Reed...

continued from page 1

during the school year. The chancellor commented that Cal State San Bernardino was one of his favorite universities in the area, due primarily to the efforts of the university president, Albert Karnig. Chancellor Reed commended him for developing innovative ways to expand the reach of the California State University system. "Al and his wife, Marilyn, are spending a great amount of time building the kind of new, better, bigger partnerships in this region," Reed revealed.

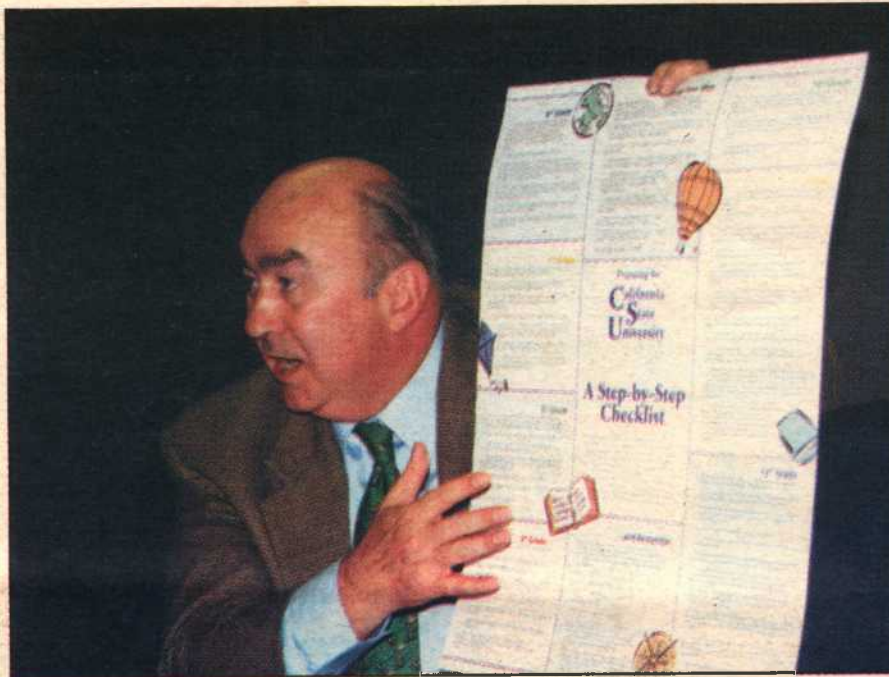
Referring to a challenge by President Karnig last year, Reed quipped that Karnig invited him to dedicate a "piece of land that the city [of Coachella] had given to Cal State San Bernardino" for extended university facilities. To the best of his recollection, "It was about a week or so before Thanksgiving," he said. Laughingly, Reed agreed to come back again once the money had been raised to construct a building, assuming this would not happen "for another year or so." To his amazement, "Within about four weeks, just before Christmas, Al called me up and said 'It's time for you to come back—I've got [the money] to build a new building in Coachella Valley!'"

This special approach to expansion and improvement of California's university system in remote areas is a significant objective in the chancellor's plan to improve educational excellence for our state. He clearly noted that "distance learning technologies," including the Internet, will encourage "high-quality learning experiences" to outlying regions formerly inaccessible to university campuses. Likewise, the development of "facility-sharing extension branches" at local community colleges and also "K-12 schools" can offer "access to students" in outlying regions.

The decision by California legislators to "reinvest in education" through increased state funds is an issue that is on "everyone's agenda," Reed said. Due to a commitment by Governor Davis, California has benefited by an "11 to 12 percent increase in our operat-

ing budgets," he commented. Reed also said that, to his knowledge, no other state in the nation is reinvesting in education to the same operational level as is California.

Additionally, Reed affirmed that in the event of a discontinued degree program, the CSU will "honor its commitment to serve California's students." He confirmed, "The CSU will never drop a degree program until its students complete the program," or makes "other appropriate provisions."



Chancellor Charles Reed is passionate about this unique poster created by his faculty that provides valuable guidance for students in grades six through 12. College entrance requirements are presented in a year by year format for young students. To request a poster, please call (562) 951-4000 or contact the Web site www.calstate.edu.

Referring to an equally significant notion that California's "economy will cool off" in the next two years, Reed discussed safeguards that exist to protect budding programs already implemented. "The legislature has been prudent, more careful and conservative in funding the operation costs that go on year after year." Accordingly, they have taken their surplus and invested it in "one-time only increases for quality so that we won't die if we don't get the increases that we got recently," which adds the element of wise legislative "balance."

Concern for the influx of greater college attendance over the next 10 years is where California's university system "is going to have to depend on growth paying for itself," Reed commented. Granting that when a person obtains a "baccalaureate degree, he or she will become part of the economy" and put jobs back into the educational

system; Reed mentioned that the result will add to California's tax base and an ultimate monetary return to the educational system. Logically, the more citizens who are paying taxes, increased monies will be available for education.

Reed stressed that the greater Inland Empire is a region that will benefit continually from this release of funds because of its projected 10-year growth. An anticipated "30 percent growth" in this region is "higher than any other part

by working closely with high schools in the areas of math and reading, the university system can ease the problem of low-test scores in these areas by assisting teachers with "instructional methodologies." Reed visits middle schools and enjoys doing so because "communications skills and math are put together in the middle schools."

The chancellor disclosed another revelatory issue when he mentioned the new "practice writing exam" prepared by the faculty and available to all students in an online setting. The student can take the exam and with a promise of "scored" results within 10 working days, will then have a basis for discussion with his or her teachers and can pinpoint the areas that require further study.

When he visits middle schools or high schools, Reed asks students and teachers, "Do you know what it takes to get into CSU San Bernardino or Pomona or Long Beach State?" He has discovered that, as a rule, "they don't know." A useful approach to this dilemma was to put together "a poster [and] send these posters to every middle school, junior high school and high school in California." The poster clearly states the course requirements a student needs to take for grades six through 12. From its practical student application, Reed revealed, "For the first time in the history of California, [both] CSU and UC got their admission requirements for the courses the same. It's like a miracle!"

The innovative poster not only states requirements for the student grade-by-grade; it also shows the tests to take and the grades to meet for university entrance. It is extremely "popular," Reed said. "We print them in Spanish as well as in English, and by the end of the year, last year, we printed more than 100,000 of these posters and sent them out to schools." The CSU department printed a small version for students to take home with them because of its useful and clear guidelines.

The CSU system has found that the poster has been an invaluable aid for students. Because California's rating for achieving a baccalaureate degree is "about a

of California," he emphasized. The urgency to graduate additional teachers from Cal State universities and joining forces with increased hiring of more full-time professors, prompted the chancellor to offer these strategic topics as the game plan for California's state universities' revival:

- Increasing Resources
- Reducing the Need for Remedial Education
- Reducing the Faculty Salary Gap
- Ensuring Access for Students
- Improving Teacher Preparation
- Partnering with K-12
- Increasing Accountability

Pledging to "focus the university's resources on improving the public schools of California," Reed projected a thoughtful point. "Ninety-eight percent of all of our students come from the public schools in California. If the public schools get better, we get better!" Improving the quality of education

Photo by Janice Prizzi

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Statler's Best Bets

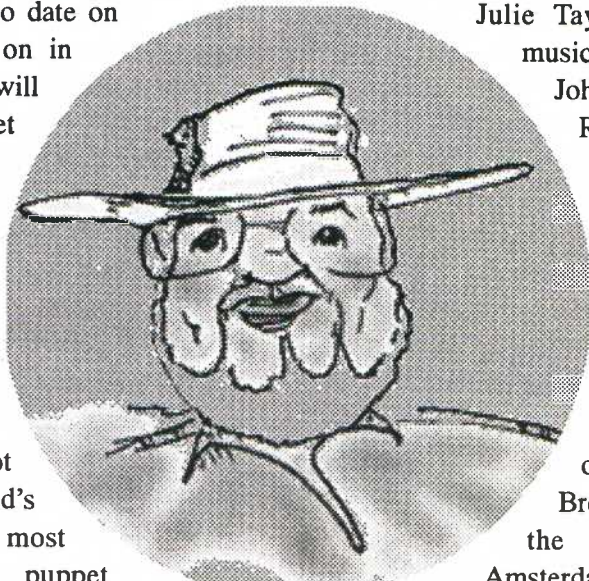
by S. Earl Statler

Its official — the millennium is here! The year 2001 has arrived and Southern California has plenty of live theatre to choose from! Statler's Best will not only keep you up to date on what's going on in "SoCal," but will do its best to let you know where the deals are for discount theatre tickets!

First off the boards — if you have not seen the world's largest and most elaborate puppet extravaganza, Disney's "The Lion King," now at the Pantages Theatre, gather together your pride (of lions) and get with it! "The Lion King" is a musical story that will appeal to audiences young and old — a tale of the responsibilities of growing up. As in the film, there

The Los Angeles production of "The Lion King" is the first production outside of New York and has been extended by popular demand. The limited run of this engagement will run through Oct. 1, 2001. "The

Lion King" is directed by Julie Taymor with music by Elton John and Tim Rice.



Now in its third year of sold-out performances on Broadway at the New

Amsterdam theatre, and a smash hit in London, "The Lion King" is the winner of 25 major awards: six Tony Awards, including Best Musical; eight Drama Desk Awards; six Outer Critics Awards, and The New York Drama Critics Circle Award for Best Musical.

"The Lion King" is playing at the Pantages Theatre in Hollywood. Performances: Tuesday through Friday-8 p.m.; Saturday- 2 p.m. and 8 p.m.; Sunday-1 and 6:30 p.m. Occasional Wednesday Matinee-2 p.m. Ticket prices: \$12 to \$77; special VIP tickets are \$127. Tickets may be purchased at the Pantages box office or by calling TicketMaster at 213-365-5555 or 714-703-2510.

Dancin' Around L.A.

Even if you don't care for dance shows, you'll find your toes tappin' and your soul swelling to the rhythm at two dance and music spectacles: "Swing!" is now playing at the Ahmanson Theater in The Los Angeles County Music Center and RIVERDANCE — THE SHOW will open Jan. 16 at the Shubert

Theatre in Century City — both shows will knock the shoes off your feet!

"Swing!" is a celebration of the music and dance phenomenon that

swept the nation in the 30s and 40s and has returned to become one of today's fastest growing trends. The show opened on Broadway to powerful praise for its music, its dance and its style and garnered six Tony Award nominations, including Best Musical. More than a dance review, "Swing!" crosses ethnic and cultural barriers, highlighting an eclectic mix of jive, Latin swing, West Coast swing, hip hop, and country western swing. This all-singing, all-dancing musical celebration features a mix of new and classic songs, and more than 30 dance numbers — some comic, some romantic, some nostalgic, some

phenomenon, will triumphantly return to Los Angeles for a three-week engagement from Jan. 16 through Feb. 4, 2001 at the Shubert Theatre in Century City. It showcases a cacophony of Irish music, song and dance. The show focuses on the evolution of Irish dance and its similarities with, and influences upon, other cultures. The phenomenon of RIVERDANCE — THE SHOW draws on Irish traditions and combines the richness of the music with the magic and sensuality of the dance.

RIVERDANCE — THE SHOW was originally conceived as a spectacular seven-minute inter-



Photo by Joan Marcus

Tara Barry, Michael Patrick Gallagher and members of the Irish Dance Troupe in a scene from Riverdance—The Show.

sexy.

Along with several songs, "Swing!" features such classic tunes as "Boogie Woogie Bugle Boy," "It Don't Mean a Thing If It Ain't Got That Swing," "Stompin' At The Savoy" and "Sing, Sing, Sing."

"Swing!" will be playing in the Ahmanson Theatre at The Los Angeles County Music Center through Jan. 14. Tuesday — Friday evenings at 8 p.m., tickets \$35 and \$65. Saturdays at 2 p.m. and 8 p.m., and Sundays — tickets \$45 and \$70.

Tickets are available at the Ahmanson Theatre box office, or information and to charge by phone call (213) 628-2772.

RIVERDANCE — THE SHOW, the original international

mission entertainment for the 1994 Eurovision song contest televised throughout Europe to an audience of more than 300 million viewers. Following the success of that performance, producer, Moya Doherty; composer, Bill Whelan, and director, John McCollgan, expanded the piece into a full-length stage production.

RIVERDANCE — THE SHOW is being performed at the Shubert Theatre in Century City. Performances are: Tuesday through Friday at 8 p.m., Saturday at 2 p.m. and 8 p.m., and Sunday at 2 p.m. and 7:30 p.m. Tickets range from \$40 to \$70. Tickets may be purchased at the Shubert box office or by calling 800-447-7400. Online: www.telecharge.com.



KaRon A. Henderson and John Vickery in a scene from the Los Angeles production of Disney's "The Lion King."

are scenes dealing with Mufasa's (Simba's father's) death, which parents might want to discuss with their younger children. However, this production does not fall into the category of "children's theatre."

Photo by Joan Marcus

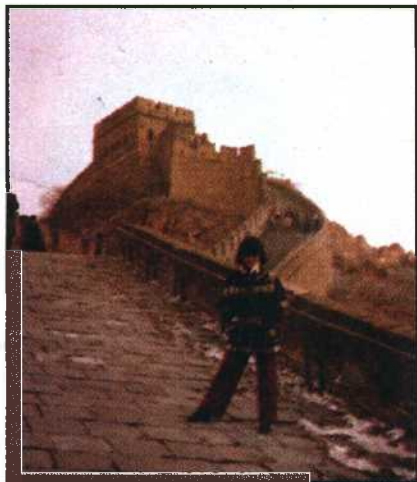
EXECUTIVE TIME OUT

Mysteries of the Great Wall of China

by Camille Bounds, Travel Editor

The Great Wall's origins lie in these fractured lines of fortifications, and in the vision of Emperor Qin Shi Haung, who, by unifying the Chinese empire in the third century B.C., joined and extended the sections to form one continuous defense against barbarians.

Imagine a wall 30 feet high—a wall thousands of miles long that crossed deserts and climbed over impossibly jagged peaks—a wall that contained thousands of individual forts and towers—a wall that was guarded by more than a million soldiers, and took 200 years to build.



Camille Bounds stands on a section of the Great Wall of China near Beijing, with an ancient watchtower in the background.

Now imagine the enemy that the wall was built to defend against. The Mongols were nomadic warriors of legendary skill and savagery. Their empire encompassed most of the known world at the time, from Southern Asia to Northern Europe, from the Middle East to the Sea of Japan. When the fierce and unstoppable horsemen turned their energies to invading China, there seemed to be only one solution to the Chinese leaders: turn the vast empire into a fortress; build new walls and connect already existing ones throughout the land to form a barrier against the enemy.

The Great Wall is a long moment in time and history that tells of what seems to be a never-ending struggle for security in a violent and dangerous world. It is a saga of astonishing success and ultimate failure, of ingenuity, determination,

the will to survive and in the end ... fail in its ultimate goal, to ironically end up as one of the most visited tourist attractions in the world.

The Great Wall of China is the longest structure ever built. It was constructed completely without machinery with only the hands, sweat and grit of mostly forced labor. It snakes across Northern China between the East Coast and North Central China for more than 4,000 miles.

Over the centuries, various rulers built walls to protect their northern borders. Some of the walls stood on the near side of the Great Wall. Most of now what is call the Great Wall dates from the Ming dynasty (1368-1644). The eastern end of the surviving Ming Wall stretches from Shanhaiguan Pass on the east coast, to Jiayuguan Pass in the Gobi Desert.

But during some periods, the wall reached as far east as Dandong and as far west as Danhuang, near Anxi. (Get your atlas out and be amazed at the vastness of this endeavor.) Many parts of the Great Wall have crumbled through the years. A remarkable amount has survived, though and much has been restored.

The main part of the wall is 2,150 miles long. Additional walls make up the rest of its length. One of the highest sections of the Great Wall, on Mount Badaling near Beijing, rises to about 35 feet high and 25 feet wide at its base. It boasts that an army could march six abreast on its dirt pounded roads. Watchtowers stand about 100 to 200 yards apart along the wall. The towers, about 40 feet high, once served as lookout posts. (If you visit one of these towers, watch your head entering, I kept bumping my head at almost every entrance and I am five-foot-one.)

In the East, the wall winds through the mountainous Mongolian Border Uplands. This section has a foundation of granite blocks. It has sides of stone or brick, and the inside of the walls are filled with earth. The top is paved with

bricks set in mortar. Farther west, The Great Wall runs through hilly areas and along borders of deserts.

Stone and brick were scarce in these hilly and desert areas, so earth was used by moistening and tamping down layer after layer of soil to make the seemingly never, ever, ending road. History tells us that the Chinese built walls along their borders as early as the 600s B.C. Emperor Shi Huangdi of the Qin dynasty (221-206 B.C.) is the first ruler to conceive of, and build, a Great Wall. Most of the Qin Wall was north of the present day structure.

Shi Huangdi had the wall built by linking up new walls with older ones. Building continued during later dynasties, including the Han (202 B.C.-A.D. 220) and the Sui (581-618). The effort required hundreds of thousands of workers, many political prisoners. An estimated 180 million cubic meters of rammed earth was used to form the base of the original wall, and legend tells us that many bodies of deceased workers became part of the building materials.

By the time the Ming dynasty



On a misty morning, visitors exploring the Great Wall are dwarfed by its massive size. Author took this photo from a small airplane.

began in 1368, much of the wall had fallen to ruin. In response to the growing threat of Mongol invasion, the Ming government began building a major wall in the late 1400s. The wall included most of what remains today, but it never reached its ultimate goal as a defense line to keep invaders out.

There is a quote attributed to Genghis Khan who supposedly stated that, "The strength of the wall depends on the courage of those who defend it." It was a useful venue for transporting men and equipment across mountainous terrain. Its beacon tower system, using smoke signals by burning wolves' dung, speedily sent news of enemy movements to the capital.

Through the centuries, much of the Great Wall again collapsed. In 1949, the Chinese communists started to restore parts of it as a successful tourist attraction. The historical implications of this great wonder are both awe inspiring and sad—considering the lives and shattered dreams it took to realize—it really didn't make a difference. The greatest accomplishment of the Ming dynasty was an important cause of its downfall.

But like so many things in history, the irony becomes bittersweet and we can savor the ideas of man that are thousands of years old and walk on the Great Wall today and feel that we too, are a part of history.

Where to go and what to see

The closest and most crowded point of the wall near Beijing is the Badaling Fortress, a restored part of it that can be reached by car or tour bus with a little more than an hour's drive (46 miles; a cable car is available to get up to the area). Go a little further, for less commercialism and crowds, to the Great Wall at Mutianyu, perched on a high ridge with stunning views, but a hard climb. There is also a cable car to make the ascent easier.

For the adventurous and very fit hikers, try the Great Wall at Simatai. This area is remote with very little restoration and offers a very steep, challenging hike. For a less spectacular, grueling walk, go west from the small lake below the wall, toward the restored Jinshanling area. There are entry fees at all venues.

Camille Bounds is the travel editor for Sunrise Publications, the Inland Empire Business Journal and the San Gabriel Business Press.

Photo by Camille Bounds

Photo by Camille Bounds

Three PFF Executives Named Assistant Vice Presidents

Larry M. Rinehart, president/CEO of PFF Bank & Trust (PFF), has announced the election of Susan L. Gentle, Donna J. Grove, and Robyn Carter to assistant vice presidents.

Susan L. Gentle recently joined PFF as manager of the Upland Northwest office in June, 2000. She comes to the bank with 15 years of commercial banking experience, and began her career as a commercial bank teller, moving later into community banking.

Gentle attended Citrus College. She is a member of the Assistance League of Upland and has previously served Rotary International as a member of its Claremont Sunrise Club. She was a member of the board of the Claremont Chamber of Commerce from 1996-1999, and was nominated as "Businesswoman of the Year" by the chamber in 1996.

Donna J. Grove, the bank's record manager, is a 12-year veteran of PFF, with more than 24 years of banking experience. She has accrued more than 10 years experience in the records and information management field.

A graduate of California Polytechnic University, Pomona, Grove holds a bachelor's degree in behavioral science. She has completed numerous bank-related courses with the American Banking Institute (AIB) various leadership courses through PFF,

and additional courses and certificates in records and information management through ARMA (Association of Records Managers and Administrators), AIIM (Association for Information and Image Management, International), and the Society of California Archivists (SCA).

Grove is a current board member of the Upland Inland Empire Chapter of ARMA International (UIEC/ARMA), and has served on the board of directors since 1990, including two years as president. UIEC/ARMA honored her with the "Chapter Member of the Year" distinction.

Robyn Carter is manager of corporate training and development at PFF. She joined the bank in 1999, with more than a decade of banking and training experience. Carter graduated with honors from the University of California at Berkeley, and holds a bachelor's degree in political science. She also completed a leadership management program at San Jose State University.

She has served the Institute of Financial Education as a faculty member and received her instructor's certificate from Achieve/Global.

Carter is a member of the American Society for Training and Development (ASTD), and is a past member of the American Association of University Women.

Medicare funding...

continued from page 16

year impact of the BBA would be closer to \$227 billion — nearly double the original estimate.

During the past year, CHA, in concert with the American Hospital Association (AHA) and other hospital organizations, led an aggressive grassroots effort to convince Congress that federal funding for essential health care services needed to be restored.

The final package also includes

a funding provision for California's Healthy Families program, which provides health insurance to low-income children. Under this legislation, California will be allowed to keep 60 percent of its unused federal funds — which total an estimated \$350 million. The state earlier had missed a deadline for spending its allotment of federal funds for the Healthy Families program. Without the provision included in the BBA package, California would have had to return all of its unspent money.

My store...

continued from page 33

waiting for a plane, I am reminded of this simple truth, as I hear an airline employee admonish all of us by saying: "You passengers will have to keep looking at the flight monitors for your flight times, because I am not going to keep reading them to you over and over again!"

No "thank you for your cooperation, your help would be greatly

appreciated," or even the realization that she is employed to help people get to their planes on time. Or do you suppose the owner of the airline wants her to be condescending to all the paying passengers? What do you want from your employees? Are they delivering it when you aren't there?

Mike Carson is president of Carson International, Your Partner in Performance Improvement™; Carson-International.com; phone: 909.734.4560.

The Legend of the San Bernardino Arrowhead

by Joe Lyons

According to legend, Brigham Young had a dream. He dreamed of a Mormon colony under a giant arrow. Young had already led his followers across the American desert to found what is now Salt Lake City. But in his dream he saw a land to the south, under a giant arrow, where his people should settle.

He sent them south, through the harsh lands of Utah and Nevada, along what became the Mormon or Salt Lake Trail, now called Interstate 15. They crossed a mountain range at what would eventually approximate the Cajon Pass. A monument to that crossing can be found on State Highway 138, where they had to lower their wagons by rope. The travelers headed downhill to a valley marked by a giant arrowhead on the mountain above them. That arrowhead is there today. It is the symbol of San Bernardino County and has helped to name a hospital, a credit union and even a bottled water company. Not to mention a town and a lake above it.

Two facts are found here. Yes, there is a marking on the hills above San Bernardino that looks for all the world like an arrowhead. And yes, the Mormons from Utah did send a colony down here.

In 1851, Amasa Lyman and Charles Rich came down to what we now call the Inland Empire. Did they come here because of Young's dream? Probably not. Salt Lake City needed supplies and they had come to believe that the harbors of California would serve them better than wagon trains from the East. Lyman and Rich found land in Chino that was for sale and they convinced Brigham Young to ask for volunteers to move south. Some 500 people packed up to leave.

The rest of the legend says that

the Mormons returned to Utah after the local natives raided their homes and drove them out. Some even say that a second Brigham Young dream caused them to be called back. Again, the story is just a little bit off. The fact is that after thriving in San Bernardino and establishing trade routes from Los Angeles to the high and low desert regions of today's Riverside and San Bernardino counties, many of the Mormons left on their own in 1857 and 1858. There were Indian raids in the area, but they did not occur until the late 1860s.

To this day, names of the original Mormon settlers can be found in the area. Lytle Creek, for example, as well as the Parrish Apple Ranch in Oak Glen.

The legend supports the fact that while many of the cities in California were founded around the Catholic missions, the city of San Bernardino finds its roots in the Mormons who came to build and open supply lines, and then left. A monument with the names of most of them was erected by the Daughters of the Utah Pioneers in 1965. A plaque today marks the site of the Mormon Stockade at the San Bernardino County Court House on D Street.

As you drive north on Interstate 15 on a clear day, you will see the Arrowhead on the hill, just off to your right. If you head up Waterman Avenue past the Foothill Freeway, and past 40th street, you will find an historical marker marking the Arrowhead off to your right.

Did Brigham Young dream of an arrowhead? Did the Mormons or the Indians or some earlier society build the marker? Or did the rocks and brush on the hillside just happen to take that shape?

No matter. It makes for a great story. And as years pass, truth and tale merge into some form of history that becomes legend.

Complaints... Praise! Suggestions? E-Mail us @

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Inland Empire Restaurant Review

Jo Jo's Pizza Kitchen...Now, That's Italian

by Joe Lyons

I don't dislike Mediterranean cooking.

I just prefer real, unabashed Italian cooking, which is only part of what impressed me about Jo Jo's Pizza Kitchen. Although there are six locations and the seventh is planned, Jo Jo's is truly a mom and pop operation. Joe Bonafede Jr. runs the business, but it is his moth-

er, Anita, who gets up early every day to get the pasta sauce ready. Joe Sr. holds court among the many community leaders who come by regularly.

Our dinner began with a very rare treat — a garlic stuffed artichoke dripping in garlic sauce. Very few dining locations will take the time to do artichokes. They take the better part of an hour to prepare. Jo Jo's gets around this by starting

them at about four in the afternoon, knowing that they will be ordered that night. I steam artichokes at home when the mood strikes because, until now I didn't think I could find them "out there." Jo Jo's artichokes are, I am told, a favorite of the Anaheim Angels.

Then came the antipasto salad. It was big and hearty, with lots of cheese and meat, including ham, pepperoni and salami. There were three of us eating and we could have made three meals out of the salad alone.

But that's when the real fun began.

Appetizers, which here are more correctly called "starters," include savory sausage rolls and sausage, peppers and onions, both containing meat that might not be as spicy as purists would like, but it's just right for casual dining.

Next came the chicken parmigiana and the eggplant parmigiana. Many such plates come with sauce covering dried, thin pieces of meat, but this chicken was fat and moist. I have never been a fan of eggplant, but this dish had so much cheese and sauce that it hardly mattered. A good marinara served in generous proportions makes anything taste good. And Jo Jo's is also more than generous with its mozzarella.

The same holds true of the manicotti. Large tubes stuffed generously with ricotta cheese and again covered with sauce, makes a delicious meal.

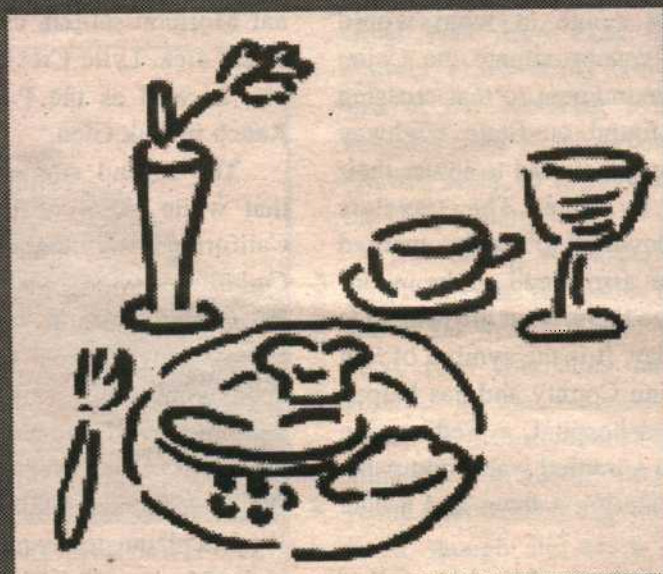
I have said before that the best way to judge a pizza is to order the cheese version and decide from there. Any additions should come with your second order. The cheese pizza that comes out of Jo Jo's Pizza Kitchen is one of the best I have had. It even was good when reheated the next night.

Fans of spaghetti and its sisters—angel hair and linguini—will be happy to find some eight different sauces to choose from. Joe Jr. told us that he was also very proud of his risotto bowls, but we had no room. Sorry.

Jo Jo's has so many fans down in Orange County that the Angels Ball Club has a regular weekly order. If there was anything missing from the evening, it would have to be the ambience. Jo Jo's could use some checkered tablecloths and tole-painted walls. We were promised that expansion and remodeling of the Chino facility are coming. Also on the boards is the new Upland facility which will be near the golf course on Campus.

For now, the six locations are: Brea, Chino Hills, Fullerton, La Habra, Pomona and Yorba Linda.

Joe Lyons is the restaurant critic for the Inland Empire Business Journal and its sister publication, the San Gabriel Business Press. If you have a favorite restaurant, please let Joe know at (909) 484-9765, or e-mail him at MRITAKE@AOL.COM.



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MANAGER'S BOOKSHELF

Built On Trust: Gaining Competitive Advantage in Any Organization

"Built on Trust: Gaining Competitive Advantage in Any Organization," by Arky Cianutti, M.D., and Thomas L. Stedding, Ph.D.; Contemporary Books, Chicago, Illinois; 2001; 225 pages; \$24.95.

This book is either a watershed or an anachronism. Hopefully, it's the former and not simply a case of déjà vu all over again.

No matter how you look at it, the book contains refreshing ideas that some business gurus virtually buried more than 15 years ago. These ideas are expressed by words such as "trust," "loyalty," and "leadership organization."

Since 1985, business owners and senior managers have often been advised to encourage internal competition, to stimulate a "bottom up" management style, and to breed a unique type of chaos that would stimulate new ideas. The reality has been very different than the theory. Internal competition bred a "them versus us" culture that did little more than ignite departmental and corporate turf wars. The theory of "bottom up" management empowered lower ranking employees, but in practice it allowed insecure managers to hide behind easy excuses and their staff's inexperience.

The ability to thrive creatively on chaos was never well understood and generally not well executed. The authors suggest a paradigm that operates on open discussion of objectives and issues, closure provided by a leader's decisions, commitment to the resulting plan, and monitoring the results.

The authors believe that trust is not only essential to developing an organization's culture, it is a competitive tool. They note:

"We are a society in search of trust. The less we find it, the more precious it becomes. An organization in which people earn one another's trust, and that commands trust from the public,

has a competitive advantage. It can draw the best people, inspire customer loyalty, reach out successfully to new markets, and provide more innovative products and services."

The authors define the key difference in their approach this way:

"We have been preoccupied for most of the century with the notion of organization-as-machine. This model deals only with what can be observed, measured, manipulated, structured, and modified. Early fascination with time studies—organizations as clocks and people as cogs—gave way to business process re-engineering and time-based competition, all essentially mechanistic approaches on how to win in the marketplace."

Dr. Cianutti and Dr. Stedding go on to offer what they call their "Trust Model," a series of guidelines that will help establish a company culture based on trust. Most of the book explains these guidelines and other factors, with examples, in some detail. There are six key elements to their model:

1. Closure: Close all communications.
2. Commitment: Avoid false commitments.
3. Communication: Use direct and open communication.
4. Speedy Resolution: Clear up unresolved issues as soon as possible.
5. Respect: Use tact and respect in communications.
6. Responsibility: Own your own problems, but be willing to give

and receive help.

Intelligently written and organized, "Built on Trust" may not always blaze a trail in the jungle of business ideas, but it doesn't hesitate to clear out the accumulated underbrush. The authors provide a clear call to business owners and managers to take a long, hard look at come-and-go concepts that never seem to work as expected. What they call for are mutual trust, respect, commitment, and loyalty among employees and employers, and between a company and its customers.

These age-old values may well be the powerful competitive advantages we need in a global economy.

— Henry Holtzman

Best-selling Business Books

Here are the current top 10 best-selling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.

1. "First, Break All the Rules," by Marcus Buckingham and Curt Coffman (Simon & Schuster \$22.00) Great managers are leaders who can break all conventional rules of management.
2. "The Millionaire Next Door," by Thomas J. Stanley & William D. Danko (Longstreet Press \$22.00) Millionaires are made of discipline, work, and frugality.
3. "The Millionaire Mind," by Thomas J. Stanley (Andrews & McMeel \$26.25) Millionaires give interviews about what makes them tick.
4. "Six Sigma," by Mikel J. Harry and Richard Schroeder (Doubleday \$27.50) A new approach to quality control yields more profits.
5. "The New New Thing," by Michael Lewis (Norton \$25.95) Stalking Jim Clark as he prowls Silicon Valley.
6. "B2B Exchanges," by Arthur B. Sculley and Arthur Scully (ISI Publications \$27.50) Why more business-to-business commerce is now done on the Web.
7. "The Tipping Point: How Little Things Can Make a Big Difference," by Malcolm Gladwell (Little Brown & Co \$24.05) The dynamics behind the sudden social changes affecting business.
8. "Blown to Bits," by Philip Evans and Thomas J. Winston (Harvard Business School Press \$27.50) How information technology transforms business strategy.
9. "customers.com: How to Create a Profitable Business Strategy for the Internet and Beyond," by Patricia B. Seybold with Ronni T. Marshak (Time Business-Random House \$27.50) How to get customers via the Internet.
10. "The E-Commerce Book: Building the E-Empire," by Stefano Korper and Juanita Ellis (Academic Press, Inc. \$39.95) How giants are built in electronic commerce.

NEW BUSINESS

Pro Ideas, 32053 Calle Novelda, Temecula, CA 92592-3760, Walter Hemenway
Pro Line, 201 W. Lincoln St., Banning, CA 92220-4933, Todd Mattson
Pro Marble Design, 13781 Roswell Ave., Ste. E., Chino, CA 91710-5475, Pedro Rodriguez
Pro Steps Lp., 22280 Lopez Rd. Perris, CA 92570-9686, Karen Stepp
Pro Svc. Janitorial & Carpet Cleaning, P.O. Box 2069, Barstow, CA 92312-2069, Jimmy Brown
Pro Tec Specialties, 4679 W. Phillips St., Ontario, CA 91762-5247, Peter Martinez
Pro-Tech Tree Care, 77140 Florida Ave., Palm Desert, CA 92211-7738, Jay Powell
Prochef inc., 2126 S. Green Privado, Ontario, CA 91761-5682, Linda Sedky
Profess Roiiherockey Operations, 128 E. Scott St., Rialto, CA 92376-3564, Katherine Humphrey
Professional Careproviders Society, P.O. Box 533, Highland, CA 92346-0533, Katrina Reaves-Clardy
Professional Cleaning, 47800 Madison St., Unit 157, Indio, CA 92201-6680, Maria Lopez
Profit Options, 1712 Greenview Ave., Corona, CA 92880-1297, John Gouvion
Progressive Auto Body, 422 E. Rialto Ave., #A, San Bernardino, CA 92408-1248, Victor Castro
Progressive Auto Sales, 7745 Indiana Ave., #A, Riverside, CA 92504-4124, Oduardo Segui
Progressive Financial Management, 1030 N. Mountain Ave., #331, Ontario, CA 91762-2114, Bahram Bahremand
Proper Maintenance, 4263 Granada St., Montclair, CA 91763-3013, Julio Mezza
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Protosports Autoworks, 45 E. Morgan St., Ste. 5, Perris, CA 92571-3150, John Marinas
Provident Bank Mortgage, 3756 Central Ave., Riverside, CA 92506-2421, Richard Gale

Prowaiter, 280 E. Lexington St., Upland, CA 91784-1467, Theodore Spencer
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Psychic Ministries, 9398 Avenida San Timoteo, Beaumont, CA 92223-4314, Lisa Fischbach
Publishers Mktg. Svc., 520 E. Murray Canyon Dr., Apt 316, Palm Springs, CA 92264-4006, Thefreeguys. Com Inc.
Pure Strike Golf Fishing, 24370 Canyon Lake Dr., Canyon Lake, CA 92587-8041, Larry Saragoza
Purrfect Auto Svc., 2189 Sampson Ave., Corona, CA 92879-6017, Tyra Hasan
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Rspgifts Com, 34428 Yucaipa Blvd., #264, Yucaipa, CA 92399-2474, Richard Paul
Rubber Chems & Consult. Svc., 14304 Quailridge Dr., Riverside, CA 92503-7227, Ofelia Avalos
Running Springs Real Estate, P.O. Box 1711, Running Springs, CA 92382-1711, Coldwell Banker Co. Inc.
Rush Training Systems, 1111 E. Ramon Rd., Unit 39, Palm Springs, CA 92264-7721, Paul Schruender
Rusty Hammer Hardware & Design, P.O. Box 2906, Running Springs, CA 92382-2906, Barbara Spiering
Riverside County Homes For Sale, 32741 Starlight St., Wildomar, CA 92595-8079, Brian Groom
S A F M Corp, 127 E. Redlands Blvd., Redlands, CA 92373-4748, Redlands Shell
S B S G, 1219 S. Bon View Ave., Ontario, CA 91761-4402, Spa Builders Su
S D 2 U, 1473 W. Linden St., Ste. O, Riverside, CA 92507-6817, Imaculada Hernandez
S J C Company, 1069 Sunlight Cir., Riverside, CA 92506-4918, Shirley Di Maria
S K Electric, 31031 Fretwell Ave., Homeland, CA 92548-9626, Stanley Kasper
S S C C, P.O. Box 3886, Fontana, CA 92334-3886, Charles Bennett
Saber Graphics, 1191 Cornerstone Way, Corona, CA 92880-5470, Jeffrey James
Sabrina's Trucking, 22939 Akwo Cir., Wildomar, CA 92595-9777, Marc Cote
Safe Crop Consulting, 41100 Yucca Ln., Indio, CA 92201-8114, Janell Percy
Safe Step, 850 E. Vista Chino Apt. 46, Palm Springs, CA 92262-3236, Stefan Kulesza
Safe T Hanger, 53770 Avenida Velasco, La Quinta, CA 92253-3565, Daniel Westmoreland
Sago Palms R Us, 33287 Vio Way, Temecula, CA 92591-5064, Sylvia Savala
Sales International, 701 W. Main St., Barstow, CA 92311-2660, Paul Jordan Ent.
Salon 3778, 3778 9th St., Riverside, CA 92501-3618, Max Medina
Sams VCR Repair, P.O. Box 2010, Running Springs, CA 92382-2010, Sam Bidwell
San Bernardino Univers Self Storage, 2050 Compton Ave., Corona, CA 92881-3320, Rene Jacober
San Pablo Centre, 44795 San Pablo Ave., Palm Desert, CA 92260-3578, Derrick Zimmerman
Sand Turf & Surf, 14435 Carter Ct., Victorville, CA 92394-6959, Evelyn Olvera
Sandra D, 21111 South Rd., Apple Valley, CA 92307-1762, Body Connection Daniels
Sandys Carpet Remnant Store, 26605 Pierce Cir., Murrieta, CA 92562-7024, Sandra Brown
Sanitary Stainless Prod., 2055 N. Sanderson Ave., San Jacinto, CA 92582-2433, Tim Rowntree
Sarco Marketing, 31610 Corte Padrera, Temecula, CA 92592-6443, Chris Drake
Sass, 75347 Kelsey Cir., Palm Desert, CA 92211-5319, Candice Noto
Satcomone, 800 E. Washington St., Apt. 598, Colton, CA 92324-8177, Shane Barnett
Satellite Plus, 7071 Almeria Ave., Fontana, CA 92336-5016, Paul Nichols
Sav Smart, 24318 Hemlock Ave., Ste. E5, Moreno Valley, CA 92557-7225, Celina Smith
Save on Carpet Tile, 7224 Mission Blvd., #A, Riverside, CA 92509-2914, Tito Ortuno
Schwab Dental Co., 4184 Fauna St., Montclair, CA 91763-3501, Eric Trejo
Scoggins Illustration, 27552 Dandelion Ct., Temecula, CA 92591-6126, Timothy Scoggins
Scorpion Transport, 1459 Keepsake Ln., Perris, CA 92571-2963, Alejandro Gonzalez
Seabreeze Giftware, P.O. Box 90472, San Bernardino, CA 92427-1472, Al Brown
Secure Fastening Systems, 9217 Lomita Dr., Alta Loma, CA 91701-5729, John Vallejo
Security Arsenal, 737 La Docena Ln., Corona, CA 92879-8535, Jeffrey Duggan
Seed Sistahs, 228 Nisbet Way, Riverside, CA 92507-4606, Yvonne Choyce
Seegraves Overboard, 20270 Gaston Rd., Perris,

MORE NEW BUSINESS

CA 92570-5931, Maureen Seegraves
Select Freight Svc., 2690 Taylor Ave., Corona, CA 92882-5912, Edward Coley
Select Performance Plus, 1125 W. Holt Blvd., Ontario, CA 91762-3637, Roxane Morales
Self Aware Web, 77101 California Dr., #3E-13, Palm Desert, CA 92211-7887, John Goss
Selict Products, P.O. Box 333, Running Springs, CA 92382-0333, William Bean
Serene Screen Printing, 620 E. Skylark Dr., Ontario, CA 91761-5854, Billy Perkins
Serengeti Coffee Traders, 2250 Alyssum Ave., Upland, CA 91784-7384, Scott Cheramie
Sergio G, 12353 Mariposa Rd., Ste. F1, Victorville, CA 92392-6015, La Fonda
Restaurant Becerra Services Unilimited, P.O. Box 2133, Needles, CA 92363-2044, Philip Petersen
Shaker Records, 14787 Melbourne Ave., Hesperia, CA 92345-8514, Andrew Gonzalez
Shay's Lawn Svc., 3913 Ottawa Ave., Riverside, CA 92507-5245, Sharon Briham
Shea Homes, 1110 San Marino Ct., Corona, CA 92881-3384, Ronald Lakey
Shear Exceiience, 3205 Kendall Dr., #2B, San Bernardino, CA 92407-2011, Kevin Mulcahy
Shears Gaiore, 30224 Pechanga Dr., Temecula, CA 92592-2514, Paul Koellsch
Sheridan Chiropractic, 3233 Arlington Ave., Ste. 103, Riverside, CA 92506-3246, Sean Sheridan
Shermans Liquors, 45820 Oasis St., Indio, CA 92201-4561, Diab Diab

Shiptail Global Ventures, 8409 Haven Ave., #142, Rancho Cucamonga, CA 91730-3893, Olusegun Djamasi
Shoe Rite, 11236 Pala Pl., Mira Loma, CA 91752-1732, Toni Mac Donald
Shop N Go, 656 N. Mountain Ave., Upland, CA 91786-4338, Samir Patel
Sierra Vista Mobile Estates, 8191 Calabash Ave., Fontana, CA 92335-0511, Cottonwood LLC
Sierras #2 Truck & Auto, 15393 Arrow Blvd., Fontana, CA 92335-1206, V I P Dismantle
Sign A Rama, 420 N. Mckinley St., Ste. 103, Corona, CA 92879-6504, Dwight Young
Signature Landscaping, 3015 Pepper Tree Ln., San Bernardino, CA 92404-2312, Kent Jure
Silver Lakes Realty, P.O. Box 59, Helendale, CA 92342-0059, Robert Keeran
Silver Music, P.O. Box 983, Lake Arrowhead, CA 92352-0983, Conex Media Cor.
Silver Spurs, 24140 Juanita Dr., Canyon Lake, CA 92587-9224, Donald Bowes
Simons Mobile
Sandblasting, 6736 Misty Ridge Dr., Riverside, CA 92505-2006, Jeffrey Simon
Simply We Care, 23236 Mountain Ave., Perris, CA 92570-6110, Anthony Brooks
Skinsource, 9950 Foothill Blvd. Ste. J, Rancho Cucamonga, CA 91730-3683, Victoria Ceci
Skintopia, 916 N. Mountain Ave., Upland, CA 91786-3658, Hatsuko Austin
Skip Edmunson Corp., 25110 Trumble Rd., Romoland, CA 92585-

9657, Irene Edmunson
Skitas Salon, 42215 Washington St., Ste. F, Palm Desert, CA 92211-8025, Mary Hernandez
Slayyeh Southland Dental Group, 399 E. Highland Ave., Ste. 120, San Bernardino, CA 92404-3812, Slayyeh DDS AD
Sleepy Valley Mattress Outlet, 35144 Yucaipa Blvd., Yucaipa, CA 92399-4339, Donnie Stice
Smart Signs, 1228 N. Sultana Ave., Ontario, CA 91764-1810, Richard Merritt Jr.
Smart Tech Auto Truck Repair, 10989 Alder Ave., Bloomington, CA 92316-3001, Seeker Interprises
Smog N. Tune & Muffier, 245 W. Base Line St., #1, San Bernardino, CA 92410-3617, Doli Hindi
Smoken D, 25699 Sprucewood Pl., Moreno Valley, CA 92557-6625, Cedric Ross
Smooth Customs Detail, 11124 Doverwood Dr., Riverside, CA 92505-2602, David Rivera
Smooth Hair, 23887 Sunnymead Blvd., Ste. D, Moreno Valley, CA 92553-7761, Susan Ward
Sno Bali Factory, 3520 Pioneer Dr., Riverside, CA 92509-4424, David Petrie
So Cai C T i, 21800 Barton Rd., Ste. 110, Grand Terrace, CA 92313-4438, Elizabeth Lamprecht
So Cal Pools, 365 N. Saturmino Dr., Apt 22, Palm Springs, CA 92262-6556, Lee Klabbers
So Schere, 870 E. 14th Ave., Blythe, CA 92225-2877, Bernetta Terry
Soap Exchange, P.O. Box 808, Big Bear Lake, CA 92315-0808, Wayne Holiday
Solid Rock Christian Shop, 26770 Ynez Rd.,

Temecula, CA 92591-4692, Ruth Stanton
Solomon Enterprises, 1580 W. 8th St., Apt. 136, Upland, CA 91786-6145, Reginald Jones
Sons Custom Car Wash, 416 W. 6th St., Corona, CA 92882-3351, Jin Moon
Sonshine Auto Body, 17200 Jasmine St., Victorville, CA 92392-5836, Sonshine Collis
Sonshine North, 161 Mojave Dr., Victorville, CA 92392, Sonshine Collis
Sound Stage Productions, 11815 Cottonwood Ave., Hesperia, CA 92345-1615, John Pambianco
South Coast Construction, P.O. Box 372, Highland, CA 92346-0372, Rick Roybal
South County Marketing, 31532 Railroad Canyon Rd., Ste. 101, Canyon Lake, CA 92587-9440, Mark Pearce
Southern Air, 15751 Farmstead St., Moreno Valley, CA 92551-4669, Karen Siedlodzelc
Southern Calif. Const. Elect. Svc., 8944 Belmont Ave., Rancho Cucamonga, CA 91730-5214, Ariana Ramirez
Southland Software Co., 15370 Golden Star Ave., Riverside, CA 92506-5777, Richard Aochi
Southwest Bullriding Supply, 79235 Diane Dr., La Quinta, CA 92253-4241, Michael Nelson
Southwest Dental, 395 Los Robles Cres, Redlands, CA 92373-6865, Kenneth Gallion
Southwest Power Wash, 30721 Desert Palm Dr., Thousand Palms, CA 92276-4341, Armando Ramirez
Southwest Realty, 9045 Avocado Ave., Hesperia,

CA 92345-6509, Thomas Millar
Spang & Associates, 2435 Via La Mesa, Chino Hills, CA 91709-5001, Jill Spang
Spear, 3 Villa Roma, Lake Elsinore, CA 92532-0103, Eriberto Casillas
Specialty Events, 1746 Fairmont Dr., Corona, CA 92882-4521, Malisa Brar
Spectom, 23913 Mark Twain, Moreno Valley, CA 92557-4906, Thomas Balough
Spectrum Photography, 742 Beaumont Ave., Beaumont, CA 92223-5952, Lee Wardlow
Spheric Recordings, 552 E. Granada Ct., Ontario, CA 91764-3324, Walter Burciaga
Spic N Span Housecleaning Svc., 7517 Mr. McDuffs Way, Highland, CA 92346-3875, Nancy Smith
Spin Pizza, 39872 Los Alamos Rd., #5, Murrieta, CA 92562-5871, Elmer Simeon
Spinsational Publications, 2276 Griffin Way, Ste. 105, Corona, CA 92879-6570, Sandy Slade
Splashwear of CA, 206 S. Buena Vista Ave., Spc 58, Corona, CA 92882-1928, Ronald Stringer
Sport Court of The inland Empire, 2094 W. Redlands Blvd., #K246, Redlands, CA 92373-6221, Steelfeather Ind.
Sports Direct, 207 E. Palo Verde Ave., Palm Springs, CA 92264-8421, Richard Needham
Spring Valley Lake Realty, 18470 Mojave St., Hesperia, CA 92345-5466, Jim Bailey
Springbok Co., 330 S. Maple St., Ste. D, Corona, CA 92880-6947, Dennis Sobkowski

Complaints... Praise! Suggestions? E-Mail us @

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Thank you!

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BANKRUPTCIES

Lawrence L. Anderson, aka Sunrise Building Maintenance, 25982 Monaco Way, Murrieta; debts: \$469,096, assets: \$51,154; Chapter 7.

Irene R. Arredondo, dba Flower Magic, 5628 Granada St., Montclair; debts: \$186,846, assets: \$65,848; Chapter 7.

Michael E. Baker, dba Baker Contractors, fdba Michael Baker & Associates, fdba H. Baker Contractors, fdba Racing Network International, 26706 Bluewater, Helendale; debts: \$291,507, assets: \$185,495; Chapter 7.

Daniel Francis Blanchard, Beverly Jean Blanchard, aka Beverly Jean Tumey, aka Beverly Jean Hughes, aka Beverly Jean Bradford, aka Beverly Jean Poulsen, dba D. B. R. Landscape Co., 46 International Blvd., Rancho Mirage; debts: \$167,089, assets: \$5,260; Chapter 7.

Richard F. Blizzard, dba Blizzard's Cleaning Service's, 1491 White Holly Dr., Corona; debts: \$25,688, assets: \$17,200; Chapter 13.

Ronald Howard Burgess, Krista Lynn Burgess, fka Krista Lynn Krieger, dba Ballistic Photographix, dba Haven Scent Promotions, fdba Burgess & Associates, 8006 Mono Dr., Hesperia; debts, assets schedule not available; Chapter 7.

Chaudhuri Medical Corporation a Professional Medical Corp, 2000 Market St., Riverside; debts: \$10,666,671, assets: \$10,668,371; Chapter 11.

Chaudhuri Medical Group of Anaheim/Fountain Valley, 2000 Market St, Riverside; debts: \$5,106,666, assets: \$328,305; Chapter 11.

Chaudhuri Medical Group of Glendale/Burbank, 2000 Market St, Riverside; debts: \$283,310, assets: \$220,172; Chapter 11.

Chaudhuri Medical Group of La Habra, 2000 Market St, Riverside; debts: \$10,748,029, assets: \$1,343,006; Chapter 11.

Chaudhuri Medical Group of Long Beach, 2000 Market St., Riverside; debts: \$5,117,036, assets: \$2,050,091; Chapter 11.

Chaudhuri Medical Group of Los Angeles, 2000 Market St., Riverside; debts: \$2,949,532,

assets: \$474,104; Chapter 11.

Chaudhuri Medical Group of Pasadena/Arcadia/Covina, 2000 Market St., Riverside; debts: \$2,633,229, assets: \$15,980; Chapter 11.

Chaudhuri Medical Group of South Bay, 2000 Market St., Riverside; debts: \$6,428,915, assets: \$23,277; Chapter 11.

Chaudhuri Medical Group of South Riverside, 2000 Market St., Riverside; debts: \$6,428,915, assets: \$23,277; Chapter 11.

Chaudhuri Medical Group of Upland, 2000 Market St., Riverside; debts: \$1,091,934, assets: \$405,429; Chapter 11.

Chaudhuri Medical Group of West Valley, 2000 Market St., Riverside; debts: \$2,991,761, assets: \$103,231; Chapter 11.

Chaudhuri Medical Group of Western San Bernardino, 2000 Market St., Riverside; debts: \$5,479,891, assets: \$203,386; Chapter 11.

Chaudhuri Specialty Medical Group, 2000 Market St, Riverside; debts: \$18,810,526, assets: \$1,566,630; Chapter 11.

Denyse Lynn Charlton, aka Denyse Thomas, dba Fickle Fate Farms, 9110 Miller Ranch Rd., Lucerne Valley; debts: \$87,203, assets: \$83,805; Chapter 7.

John J. Cosato, Deborah L. Cosato, dba Lucerne Valley Barber Shop, 9252 Custer, Lucerne Valley; debts: \$134,413, assets: \$88,308; Chapter 7.

Roger Crawford, Cindy Ellen Crawford, fdba Tantalizing Tanz, 542 East Gilbert, San Bernardino; debts: \$80,777, assets: \$116,940; Chapter 13.

Kenneth W. Cripe, Julie L. Cripe, aka Julie Coulter, fdba Northwest Computers, 53355 Toll Gate Rd., Idyllwild; debts: \$135,191, assets: \$19,238; Chapter 7.

David G. Crummel, Deborah E. Crummel, fdba Crummel's Woodworks, fdba Crummel's Discount Foods, 8500 Peach Ave., Hesperia; debts: \$123,672, assets: \$95,550; Chapter 7.

Maurice Roy Donaldson, Amparo Donaldson, fdba Donaldson Molds & Dies, 15328 Sifting Bull St.,

Victorville; debts: \$186,094, assets: \$111,485; Chapter 7.

Marguerite Marcelle Engbarth, aw Woodcrest Daycare, 39335 Vineyard St., Space 130, Cherry Valley; debts: \$232,617, assets: \$308,987; Chapter 7.

Rodney Durone Flowers, Tonia Denise Flowers, aka Premier Transcription & Medical Billing, aka South Bay Transcription, 919 W. Norwood St., Rialto; debts: \$363,002, assets: \$359,250; Chapter 7.

Peter Paul Gamroth, faw Gamroth Enterprises, Inc., dba Gamroth Moving & Storage, 1533 Cambridge Ave., Redlands; debts: \$454,588, assets: \$62,379; Chapter 7.

Paul G. Hermosilla, Jennifer M. Hermosilla, dba PGH Painting, 1400 E. Menlo, Space 64, Hemet; debts: \$130,889, assets: \$128,201; Chapter 7.

Alejandra Hernandez, dba Cuchillos Enterprises, 6855 Farrier Ave., Riverside; debts, assets schedule not available; Chapter 13.

Timothy C. Herron, aka Timothy Craig Herron, dba A & H Trucking, 1476 Tamoshanter St., Ontario; debts: \$217,513, assets: \$197,057; Chapter 13.

Ronald Ray Hicks, fdba Leaning Tower of Pasta, 29915 Camino Cristal, Menifee; debts: \$637,087, assets: \$271,015; Chapter 7.

Monty A. Jaffe, Sharon Jaffe, faw Cars, Inc., 16702 Sendero Del Charro, Riverside; debts: \$248,944, assets: \$208,266; Chapter 7.

Patricia Anne Jones, aka Trish Jones, fdba Jones' Taekwondo, 15671 Mondamond Rd., Apple Valley; debts: \$182,872, assets: \$196,150; Chapter 7.

KP Chaudhuri Medical Corporation fka KPC Medical Group, Inc, 2000 Market St., Riverside; debts: \$10,666,671, assets: \$10,668,371; Chapter 11.

KPC Information Technologies, Inc, 2000 Market St, Riverside; debts: \$3,927,659, assets: \$1,998,466; Chapter 11.

KPC Medical Management, Inc, 2000 Market St.,

Riverside; debts, assets schedule not available; Chapter 11.

Charles Kennedy Knickerbocker, dba The Vista Group, 79394 Montego Bay Dr., Bermuda Dunes; debts: \$1,035,767, assets: \$115,703; Chapter 7.

Rick A. Landon, Gaye A. Landon, aka Rick A. Landon Attorney at Law, aka Law Offices of Rick A. Landon, 79-671 Port Royal Ave., Bermuda Dunes; debts: \$286,260, assets: \$160,765; Chapter 7.

Randy William Lewis, Christine Ann Lewis, fdba All In One Auto Center, 5418 Grand Prix, Fontana; debts: \$368,481, assets: \$262,050; Chapter 7.

Mex-Kor International Inc., dba S & J Trucking, 2275 Wendy Way, Upland; debts: \$126,576, assets: \$0; Chapter 7.

James Edward Mueller Sr., Stacey JoAnne Mueller, dba J. Mueller & Crew Trucking, 14850 Farmington St., Hesperia; debts: \$133,500, assets: \$93,800; Chapter 7.

All Nassiri, Susan Nassiri, aka Susan M. Beggs, fdba Touch of Home Preschool, 27538 Eastwind Dr., Corona; debts: \$393,519, assets: \$188,087; Chapter 7.

Oriental Aire Service Group,

Inc., 20135 Sugar Gum Rd., Riverside; debts: \$109,903, assets: \$1,700; Chapter 7.

Ruben Arturo Oropeza, aka Ruben A. Oropeza, Irma Oropeza, fdba Stamp Garden, 1617 Arcata Dr., Redlands; debts: \$1,053,417, assets: \$285,911; Chapter 7.

David Lee Payne, dba DLP Construction, 31896 Corte Mendoza, Temecula; debts: \$886,050, assets: \$112,300; Chapter 7.

William Tze Penn, aka Bill T. Penn, Faith Li Penn, faw Oriental Aire Service Group, Inc., 20135 Sugar Gum Rd., Riverside; debts: \$292,571, assets: \$168,270; Chapter 7.

Phillip Perrault, Thelma Marie Perrault, dba The Mobil Home Guide, 2851 S. La Cadena, Space #17, Colton; debts: \$174,640, assets: \$56,750; Chapter 7.

Terry Arlen Pikes, faw Carpe Diem Systems Inc., 17374 Dove Hill Dr., Riverside; debts: \$260,654, assets: \$187,675; Chapter 7.

William C. Quirion, Joyce M. Quirion, fdba Q. E. D. Rentals, fdba Q. E. D. Construction Helper, 68145 Tachevah Dr., Cathedral City; debts: \$931,704, assets: \$857,161; Chapter 7.

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THE GAINERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Life Financial Corp.	0.969	0.531	0.824	82.4
Keystone Automotive Inds. Inc.	6.750	5.625	0.200	20.0
PFF Bancorp. Inc.	21.250	18.125	0.172	17.2
Provident Financial Hldgs.	20.500	18.625	0.101	10.1
Watson Pharmaceutical Inc.	49.375	46.000	0.073	7.3

THE LOSERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Kaiser Ventures Inc.	10.250	13.563	-3.313	-24.4
Fleetwood Enterprises Inc.	9.938	12.500	-2.563	-20.5
HOT Topic Inc.	32.125	37.000	-4.875	-13.2
Channell Commercial Corp.	7.125	7.250	-0.125	-1.7
Foothill Independent Bancorp	10.875	10.750	0.125	1.2

Name	Ticker	12/26/00 Close Price	11/30/00 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co.	AWR	34.813	33.688	3.3	36.38	25.00	18.9	NYSE
Channell Commercial Corp. (L)	CHNL	7.125	7.250	-1.7	21.00	6.00	7.5	NASDAQ
CVB Financial Corp.	CVB	17.000	16.625	2.3	20.00	13.25	12.8	AMEX
Fleetwood Enterprises Inc. (L)	FLE	9.938	12.500	-20.5	21.00	8.69	18.4	NYSE
Foothill Independent Bancorp	FOOT	10.875	10.750	1.2	13.56	8.88	9.9	NASDAQ
HOT Topic Inc. (H)	HOTT	32.125	37.000	-13.2	43.00	14.63	16.7	NASDAQ
Kaiser Ventures Inc. (L)	KRSC	10.250	13.563	-24.4	16.78	9.25	68.3	NASDAQ
Keystone Automotive Inds. Inc.	KEYS	6.750	5.625	20.0	7.38	4.56	19.3	NASDAQ
Life Financial Corp. (L)	LFCO	0.969	0.531	82.4	5.00	0.22	NM	NASDAQ
Modtech Holdings Inc.	MODT	7.250	6.875	5.5	11.88	5.88	10.8	NASDAQ
National RV Holdings Inc.	NVH	9.438	9.125	3.4	19.63	7.75	5.2	NYSE
PFF Bancorp Inc.	PFFB	21.250	18.125	17.2	23.75	12.25	9.9	NASDAQ
Provident Financial Holdings (H)	PROV	20.500	18.625	10.1	20.50	12.56	10.0	NASDAQ
Watson Pharmaceutical Inc.	WPI	49.375	46.000	7.3	71.50	33.69	36.6	NYSE

Notes: (H)-Stock hit 52-week high during the month, (L)-Stock hit 52-week low during the month, NM - Not Meaningful

Five Most Active Stocks

Stock	Month Volume (000's)
Watson Pharmaceutical Inc.	13,306,500
HOT Topic Inc.	7,070,400
Fleetwood Enterprises	5,383,700
Life Financial Corp.	2,436,900
Keystone Automotive Inds. Inc.	741,900
D&F/IEBJ Total Volume Month	31,900,200

Monthly Summary 11/22/00

Advances	10
Declines	4
Unchanged	0
New Highs	2
New Lows	4

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International Marketing Receives a Helping Hand from California Trade Event

Finding and qualifying reputable representatives to sell your products in foreign markets can be difficult. Depending on your business, you can save several months by participating in one of the trade events sponsored by the California Mexico Trade Assistance Center (a service of the Riverside Community College District Center for International Trade Development) and U. S. Department of Commerce, such as California 2000.

California 2000, a customized market entry program for California companies to expand into Mexico, was organized and promoted by the California Mexico Trade Assistance Center in

conjunction with the U.S. Embassy in Mexico City and the U.S. Department of Commerce in Ontario.

Twenty-two companies participated in California 2000 with company information, marketing materials, company selling practices and policies, preferred channels, and key qualities and competencies sought in resellers of their products. The commercial staff of the Embassy in Mexico City then contacted and qualified industry participants. Up to five one-on-one meetings with qualified Mexican companies were arranged with each of the 22 California

2000 participating companies.

The trade event results were outstanding. California 2000 participating companies collected over 112 sales leads and booked \$1,065,000 during the affair with projected sales over the next 12 months of \$3,545,000.

Efforts are under way to make California 2000 an annual event. California 2001 is scheduled for September in Mexico City. For a complete 12-page report on CA 2000, or to find out how your company can participate in California 2001, please contact (909) 682-2923 or e-mail rcorona@rccd.cc.ca.us.

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A new Web site, launched by the U. S. Small Business Administration (SBA) will increase procurement and networking opportunities to women-owned businesses by placing all contracting assistance information at a single online site. WomenBiz.gov will provide women-owned businesses with direct access to the federal acquisition tools and government networks to tap into the \$200 billion federal marketplace. The site will serve as the official gateway to more than 100 procurement and acquisition sites hosted by various federal agencies.

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- Aviastar Communications, Inc.www.aviastar.net
- Agricultural Export Program (AEP), Calif. Dept. of Food and Agriculture
www.atinet.org/aep
- Best Bets of Things to do.com
searlstatler.com
- Business Bank of California
www.businessbank.com
- California State Government Home Page
www.ca.gov
- Center for International Trade Development
www.resources4u.com/citd/
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hwww.cvmc.com
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www.firstfederalsgv.com
- PFF Bank & Trustwww.pffbank.com
- I.E. Small Business Dev. Ctrwww.iesbdc.org
- Marriage & Family Therapist.....www.claremontcounseling.com
- Small Business Developm. Center.....www.iesbdc.org
- U.S. Presidentwww.whitehouse.gov

E-MAIL ADDRESSES

- Bill Leonardsenator.leonard@sen.ca.gov
- California Center for Health Improvement
cchimail@aol.com
- Inland Empire International Business Association
ieibatrade@aol.com
- U.S. Government Printing Office, GPO Access
gpoaccess@gpo.gov
- U.S. Presidentpresident@whitehouse.gov

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Information is subject to change without notice and some operators may charge fees.
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Ebix — Business: Business management, labor laws, CPA issues, human resources, employee benefits, 14.4 baud, 24 hours; (714) 239-6864.
InvestorLink: Stock, commodity prices, real estate, daily news, personal finance, mutual funds, 28.8 baud; (818) 331-4611.
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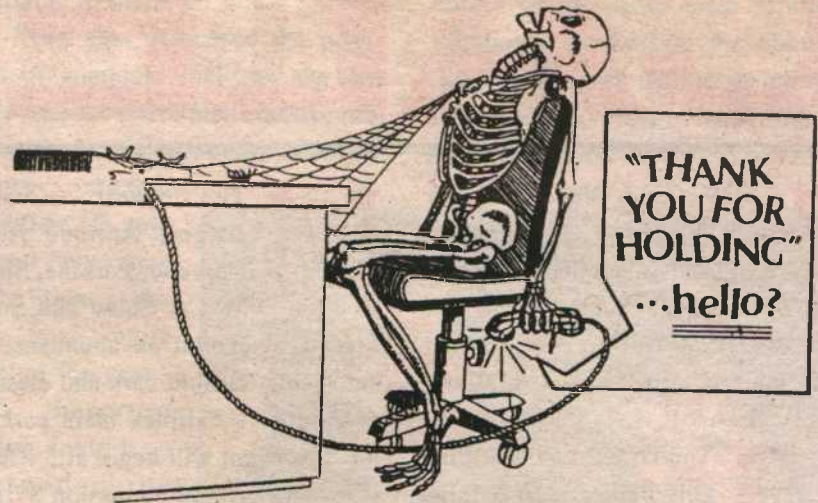
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20 or ext. 27.

CALENDAR⁰⁰

7 SGV Cavy Breeders Show will be held at Pomona Fairgrounds grandstand pavilion. The hours are 8 a.m.-6 p.m. and the admission is free. For further information call Shanna Mallory (714) 543-6761.

13 The Grand Event at Sun City Palm Desert will be held on Jan. 13-14 with tours on-going from 10 a.m.-4 p.m. Sun City Palm Desert will host the opening of a second clubhouse and two new model homes. To visit Sun City Palm Desert, take Highway 111 or Interstate 10 to Washington Street and go north. Sun City is located one-half mile north of Interstate 10.

13 The Asian American Expo will be held Jan. 13-14 at Fairplex 4, 5, 6 and 7 with a cultural event featuring entertainment, art, merchandise and food. The hours are 10 a.m.-7 p.m. with general admission \$8; ages 6-12 \$6; free for ages five and younger. For information call Alan Kao at (626) 280-8588.

14 The West Coast's Largest Antique Auto, Corvette, Porsche, Street Rod and VW Car Show and Swap Meet will exhibit an abundance of auto parts, custom cars and classics in Pomona's Fairplex main parking lot. The event will begin at 5 a.m.-2 p.m. with general admission \$7 and free for ages 12 and younger. For further information call (714) 538-7091.

17 The Professional Women's Roundtable (PWR) will present Michael Roessler, assistant director, Inland Empire Small Business Development, who will speak on the topic: "Why having a business plan is important for you and your business, even if you are a home-based business." The regular networking and dinner meeting will begin at 5:45 p.m. at the Canyon Crest Country Club in Riverside.

19 The Pomona Home and Garden Show will be held in Fairplex 6 and 7 on Jan. 19-21 with hours on Friday from 2-7 p.m. and Saturday/Sunday

10 a.m.-6 p.m. Included will be items and information for home improvement and remodeling, gardening and landscaping. The admission is free. Call Doug Salma at (800) 358-7469 for further information.

16 The Palm Desert Chamber of Commerce is hosting a New Member Reception from 5 p.m. to 6:30 p.m. The event will take place in the Chamber Office Complex, 73-710 Fred Waring Drive, Room 115.

20 The Unconventional Rubber Stamp Convention will be held in Pomona's Fairplex 8. Rubber

stamps, accessories, demonstrations, new products and more are featured. General admission is \$6 and free for ages under 12. The convention hours are from 9:30 a.m.-4 p.m. Amy Wright at (909) 689-2530 or www.auntieamy.com can provide additional information.

20 The Computer Fair will be held in Fairplex 4 on Jan. 20-21 with computer related items at wholesale prices, including modems, programs, furniture, games and monitors. Held from 10 a.m.-5 p.m. the general admission is \$7 and free for ages under 10. For information call (800) 800-5600.

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REGULARLY SCHEDULED EVENTS

Monday

Business Builders of Rancho Cucamonga, weekly, 7 a.m. at Socorro's Mexican Restaurant, 10276 Foothill Blvd., Rancho Cucamonga. Membership: \$25. Contact: Dawn Grey, (909) 484-5244; Shirley Patrick, (909) 625-2386.

Personal Break Through/ Networking, weekly, 7 a.m. at 7385 Carnelian St., Rancho Cucamonga. The club meets to discuss maximizing business and personal leverage. Contact: Warren Hawkins, (909) 626-2681 or (909) 517-0220 (pager).

Tuesday

Business Network International, Inland Valley Chapter, weekly, 7 to 8:30 a.m. at Mimi's Cafe, 10909 Foothill Blvd., Rancho Cucamonga. Contact: Michael Bailey, (909) 948-7650.

Ali Lassen's Leads Club, Claremont Chapter, weekly, 7:15 a.m. at the Claremont Inn, 555 W. Foothill Blvd., Claremont. Contact: (909) 981-1720. Regional office: (800) 767-7337.

Ali Lassen's Leads Club, Diamond Ranch Chapter, breakfast meeting weekly, \$8 for visitors, 7:15 - 8:30 a.m. at the Diamond Bar Country Club, 22751 E. Golden Springs Dr., Diamond Bar. Contact: Kim Gully (909) 606-4423 or Leads Club Regional Office: (800) 767-7337.

Wednesday

Business Network International, Victor Valley Chapter, weekly, 7 a.m. at Marie Callenders, 12180 Mariposa Rd., Victorville. Visitors welcome. Contact: Jo Wollard (760) 241-1633.

Business Network International, Chino Valley Chapter, weekly, 7 a.m. at Mimi's Cafe, Spectrum Marketplace, 3890 Grand Ave., Chino. Contact: (909) 591-0992.

Business Network International, Rancho Cucamonga Chapter, weekly, 7 a.m. at Plum Tree Restaurant, 1170 W. Foothill Blvd., Rancho Cucamonga. Contact:

Michael Cunerty, (909) 467-9612.

Toastmasters Club 6836, the Inland Valley Earlybirds of Upland, weekly 6:45 a.m. at Denny's, northwest corner of Seventh Street and Mountain Avenue in Upland. Info: Nancy Couch, (909) 621-4147.

The Institute of Management Accountants Inland Empire Chapter, the fourth Wednesday of the month, 6:30 a.m. at the Mission Inn, 3649 Seventh St., Riverside. Contact: Ester Jamora (818) 305-7200 Ext. 106.

The Rancho Cucamonga Women's Chapter of Ali Lassen's Leads Club, weekly, 7:15 a.m. at Mimi's Cafe, 370 N. Mountain Avenue. Info: Patricia Brookings, (909) 981-4159 or (909) 594-5159.

Thursday

Business Network International, Victor Valley Chapter, meets every Thursday at 7 a.m. at the Ramada Inn, Interstate 15 and Palmdale Road in Victorville. Visitors are welcome. For more information, call Rodney Sanders at (760) 953-7297.

BOMA/Inland Empire Monthly Meeting Thursday, March 9, 2000 12:00 noon, Double Tree Hotel. Guest Speaker: BOMA California Lobbyist, Les Spahn, Legislative issues in property ownership and management. Cost: \$30. Reservations: (909) 882-7868.

Business Network International, Corona Hills Chapter meets every Thursday 7 a.m. to 8:30 a.m. at the Mimi's Cafe located at 2230 Griffin Way, Corona (#91 Fwy at McKinley). Visitors are always welcome. Information: Laurie (909) 780-3176 or Wayne (909) 279-2870.

Sunday

Claremont Master Motivators Toastmasters Club, weekly, 6 to 7:30 p.m. in the Jagels Building at Claremont Graduate School, 165 E. 10th St., Claremont. Contact: Chuck or Dolores Weck, (909) 982-3430.

An "Equine Affaire to Remember" Comes to Fairplex

Equine Affaire Inc. will be bringing its horse extravaganza from Ohio and Massachusetts to the Pomona Fairplex for a three-day learning experience this February. The Fairplex event will be the only West Coast Equine Affaire appearance.

Horse lovers of all ages will love the uniquely non-competitive nature of this event which is intended for educational purposes only. Training clinics on equine sports, health, training, management and riding will be conducted all three days on every aspect of the English and Western riding worlds. One of the nation's leading horse trainers, John Lyons, will be a featured presenter. Many horse associations will also be involved in the educational aspects of the event, showing off the talents and strengths of various breeds in demonstrations.

The Equine Affaire is also the

largest horse-related trade show and offers visitors the opportunity to peruse the hundreds of products and services available in the equine industry. Of course, no horse trade show would be complete without the exhibitions of fine art, crafts and jewelry with equine motifs.

Admission to the event allows access to all clinics, seminars, demonstrations and the trade show. General admission for ages 13 and up is \$10 for a daily pass and \$25 for a three-day pass. Children seven to 12 pay \$7 for a daily pass; \$17 for a three-day pass. Children six and under are free every day. Tickets are available in advance or at the door. For advance tickets or additional information call (740) 845-0085 or visit the Web site at www.equineaffaire.com. Fair hours are 10 a.m. to 8 p.m. on Friday, Feb. 9, 9 a.m. to 8 p.m. on Saturday, Feb. 10, and 9 a.m. to 5 p.m. on Sunday, Feb. 11.

Chancellor Reed...

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C," generally speaking, and the Inland Empire less than that, the chancellor knows that something must be done to improve the communities here. "Communities will add a lot more value economically if we can do better," Reed said. The CSU system wants to "focus on workforce development" and what better way than through education?

Affordability is another question that comes to mind. The chancellor revealed that "California's fees and tuition will remain low as part of the state's policy and its commitment to higher education" for all students. He considers the CSU "undergraduate fee of \$1,428" to be among the "lowest in the

country" and has actually shown a "decrease in the last two years."

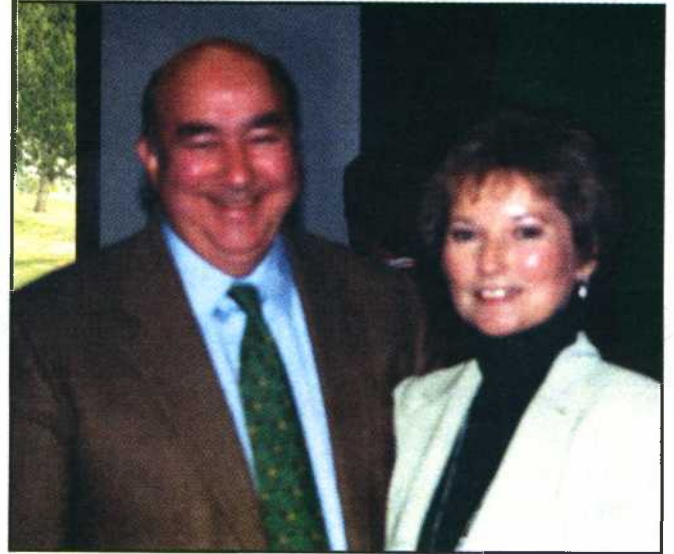
The chancellor is optimistic about the surplus of funds being devoted to education in California. He disclosed, "The governor made a rather hefty increase in financial aid based on merit," which meant that a student would receive aid with a "B" average or greater. Legislators wanted to fund a "needs based financial aid program." The two entities came up with the plan for an entitlement amounting to more than "500 million dollars" and according to Reed, "It will be more important here in this region" of the state. Doing well in school will bring about the merit funding, and having "need" will encourage students to attend a "CSU or UC or a private institution." This will give students more choice and at the

same time, more funding will be available to them, he said.

Reed also addressed the problem of adequate facilities for not only current university classrooms, but also for an increased need for future student facilities. He suggested "operating more hours of the day and more days of the year." An important option could be a "mixed-mode methodology [where] a professor may lead a class in a classroom one day of the week and on the Web the next day." The chancellor and his staff feel that they are definitely on top of any issues that may arise and with an optimistic outlook.

Reed sincerely feels that California will once again achieve the standard of higher education as

it was in days past. With a combination of: generous state funding; additional teachers at the elementary level; more university professors; simple campus accessibility for population influx, and clear



Chancellor Reed shown with Inland Empire Business Journal special feature writer, Janice Prizzi.

guidance for all students that will bring back the pride in education that benefits us all.

He resolutely concluded, "The dream needs to come back about higher education in California."

Coachella Valley...

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in the Coachella Valley, and have developed and designed this in such a way that the software and the system will be able to be leased to other regions.

"Right now, we are still pricing it, so instead of another region spending between \$50,000 and \$100,000 developing this," Bracken added, "starting about Feb. 1, other regions will be able to lease this for just a fraction of what it cost us to develop."

CVEP chose to make the Website searchable based on the amenities the business site offers and its size, rather than the price. "That is because people who do not understand the real estate market in general, do not understand pricing structures," according to Bracken. "If you give people a pricing structure, things under a dollar, things between \$1 and \$1.50, whatever it happens to be, they always pick the cheapest. Therefore, sites that are potentially better sites for them, because of the location or the amenities, would never get in front of them because they put in a false premise. It is just a better way of doing it than having a pricing function.

"CVEP, in conjunction with Verizon and others has created a tool that can be replicated any-

where; CVEP actually owns an intellectual property license, which is like a patented product that cannot be replicated without our permission, but we will be leasing this tool to others.

"If the city of Ontario, or the Inland Empire Economic Partnership, or the Southwest County Economic Development Corporation, wanted to utilize this tool, they can make arrangements through us to lease the system," Bracken said.

There are 120 investors in the CVEP Corporation; 109 of them are private companies and 11 of them are public entities. They all invest money on an annual basis to expand and diversify the region's economy. CVEP was founded in 1994. Its sole purpose is in assisting companies to enter the Coachella Valley marketplace or grow within it.

CVEP helps companies with site selection, incentive analysis, permitting, finance options, utility acquisition, and business support services. It has assisted more than 200 companies in the last three years. "We have landed about 30 of them, which is a pretty good rate," Bracken said. "We have more in the works right now."

For more information about www.moveherenow.com or to learn about the system call Michael Bracken at (760) 340-1575.

Calendar...

continued from page 58

25 The Whittier Host Lions Club Show returns for its 40th annual event on Jan. 25-28. The show features the majestic Arabians in their first competition of the year. The winners will earn points for national competition. The show will take place in the horse show arena with hours Thursday-Saturday 8 a.m.-10 p.m. and Sunday 8 a.m.-6 p.m. The admission is free. Please call Brent Berry (562) 693-5566 for additional information.

26 The Robert V. Fullerton Art Museum at Cal State, San Bernardino will host an exhibit of Hellenistic antiquities from the J. Paul Getty museum in Los Angeles. The show will run through August. For more information, please call (909) 880-5007.

30 All community members are welcome to attend the "Mega Mixer" event at the Riverside Convention Center. This is an opportunity for the com-

munity to visit Riverside Chamber members. The event will run from 5:30 p.m. to 7:30 p.m.

3 of Feb. Pomona Inland Valley Micro Enterprise Loan Fund will sponsor an "Inland Empire Community Economic Empowerment Education Jubilee," an informative day of workshops on the start-up and development of home-based and small businesses. The workshops will run from 9 a.m. to 5 p.m., and will be hosted by Western University of Health Sciences in Pomona. Sponsors for the Jubilee include: Citizens Business Bank, Community Bank, and Salomon Smith Barney of Claremont. For more information, call: 909-860-8897.

15 of Feb. Advance registration is required to attend the Inland Valley EDC Sixth Annual Regional Economic Summit. Please mark your calendar and plan to join Inland Valley business and community leaders at the West Conference Center at Cal Poly Pomona. The event will be held on Thursday, Feb. 15 from 8 a.m.-1:30 p.m. To reserve a seat, call the Inland Valley EDC office at (909) 623-1946.

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