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Incubation is Not Just for Hatching Eggs, but for Businesses Too!

by Georgine Loveland

Business incubation is a young industry, and it is thriving under the guidance and innovative thinking for which Cal Poly Pomona has long been known.

The concept evolved out of a crisis — the loss of jobs in the steel industry in Pittsburgh, Penna. about 20 years ago. New business approaches were needed immediately, and a radical shift in thinking was set in motion.

Due to the hardships experienced by the problems in Pennsylvania, the incubation concept was first used to aid disadvantaged communities. It then grew in focus to more technically involved projects, from a realization that services are

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Vital Survey Research Blossoms at Rose Institute

Founded by Dr. Alan Heslop and endowed by Edessa Rose in 1974, the Rose Institute of State and Local Government at Claremont McKenna College is the only one of its kind in Southern California. One of nine institutions on the campus, its primary mission focuses on a variety of research projects.

The crew provides

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to service on July 21, from Ontario International Airport to New York's JFK International. The daring new upstart, with only one class of custom service designed for maximum passenger enjoyment, ease and comfort, has begun daily non-stop 11:30 p.m. "red eye" flights to New York, where it arrives at 7:40 a.m. Eastern Time. Return flights depart Kennedy at 8:15 p.m. ET, and arrives in Ontario at 10:45 p.m. Pacific Time.

The airline features 24 channels of live, onboard television; leather seats with ample leg room; personal touch-screen seating in a state-of-the-art aircraft; and much more...for as low as $99 one way. Unbelievable! Call 1-800-JETBLUE (538-2583)."
**November 2000 State Ballot Propositions**

Gary C. Sherwin, vice president of communications for the Palm Springs Desert Resorts Convention and Visitors Authority, has appointed the appointment of Darryl L. Lacy to the position of assistant vice president and banking officer in the small business administration loan department. Riverside County's Credit Union, the largest credit union in Riverside County, recently announced that Ricki McManius, former executive director of the Riverside Orange Blossom Festival, will be joining the senior management team as the new vice president of marketing and business development. McManius will step in to fill the vacancy created by the retirement of RCU's current vice president of administration, Patricia McKevitt-Ryan. Deborah Hayes, a former instructional services specialist for the Riverside Unified School District and project coordinator for the Riverside County Office of Education, has been named to work with three of the region's largest school districts in the development of a virtual high school. She began her new position as director of Virtual High Tech program on July 5. Carolyn Hayes Noe, president of Riverside荪& Public Relations, has announced that Patti Agual has joined the firm. Agual assumes the duties of account manager for the 25-year-old Upstate-landing based advertising agency, and will also be an associate publisher for Dragonfly Press, the agency's book publishing division. Agual has more than 25 years of health care marketing experience and has won local and national recognition for various health care-related advertising and marketing projects. Christine Hunter has been named the new vice president of Student Affairs at California State University, San Bernardino. The appointment was announced by Frank L. Rincon, vice president of student affairs. In her new position, Hunter will provide leadership in developing co-curricular activities on campus.

**State-of-the-Art Friendliness Featured in High-Tech Branch**

Riverside County’s Credit Union will hold a grand opening on Aug. 9 of its remodeled downtown Riverside branch. Located at 3451 Fourth St., it is the second of two downtown branches opened earlier this year in Corona. It will serve members with easy banking access, two new phone booths to reach the member service center, and eight "remote" tellers, all in a computer-based cash deposit and withdrawal system. These new methods will allow RCCU to provide speed, accuracy and more focus on member services. We like to call it state-of-the-art friendliness," said Mark Hawkins, president and CEO of RCCU. The public and credit union members are invited to the ribbon cutting and grand opening from 3 to 6 p.m. There will be food, entertainment, hourly prizes, gifts, and a grand prize. K-FROG 95.1 FM will also be there to kick off this new member-oriented center.

**Executive Notes**

Secretary of State Announces November Ballot Proposals

Eight measures qualifying for the Nov. 7 general elections ballot have been assigned proposition numbers by Secretary of State Bill Jones.

- Proposition 32: Voters' Bill of Rights Act of 2000. Authorizes historic changes in campaign finance reforms. Proponents have re-enacted provisions that impose a five-year limit on contributions for elective state and local government offices and require measures that will increase bond assistance for veterans. Chamber supports.

- Proposition 33: Retirement. Authorizes the Legislature to participate in the Public Employees Retirement System. Chamber supports.

- Proposition 34: Campaign Contributions and Expenditures. Amends sections of the Government Code relating to the Political Reform Act of 1974, requires Proposition 204 and re-enacts provisions that impose similar, but increased dollar limits on campaign contributions for elective state office, candidate loan and voluntary campaign spending. Chamber position pending.

- Proposition 35: Public Works Projects. Use of Private Contraction for Engineering and Architectural Services. Authorizes the state and other governmental entities to contract with private engineering and architectural engineering services for public works improvement. Given state and local governments a way to substantially reduce the cost of public works projects that could provide relief from traffic jams and crowded schools. Chamber position pending.

This November will see the smallest number of ballot measures in many years — only eight!
Administration of Justice

Here Comes That Bullet Train Feeling Again

Stories have been told about the mag-lev for years. At least a decade-and-a-half ago, the mag-lev or "bullet train" was about to be built. Last month it was just a question of where.

The logical route, everyone said, was Las Vegas to Ontario. Even then, the talk was cheap and nothing was happening. Headlines were held and eventually other towns started chiming in.

The Cabazon Band — for several years past has been the only tribe in the valley with an enforcement division, a police force of both criminal and civil laws within its jurisdiction, even though its lands lie within a Public Law 280 state. This enhancement of public safety on Indian reservations comes at no additional cost to the State of California or to the federal government.

The city of Los Angeles has quite a number of well deserved honors, from "Sportsmen's Capital of the World," to the NBA Championship. So why would they take anything away from the Southland?

The city had introduced the first chip plant in the world to manufacture and test for internal or external defects. This chip will be used in computers and as a testing tool. The city is also getting more information on pet owners, their names and addresses, and is creating a database of information on the animal itself.

Los Angeles Takes Credit It Doesn't Deserve

The idea of a high-speed train in Southern California was introduced by the Cabazon Band. They dealt with the same potentially dangerous situation as they had with the Southland. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They dealt with the same situation. They dealt with the same issue. They dealt with the same problem. They d...
Senator Jackie Speier’s measure is designed to ensure that all businesses offer health coverage.

SB 1224, a measure concerning the requirement of health coverage and state contracts, is authored and advocated by Jackie Speier, California state senator representing District 12, representing San Francisco and San Mateo Counties.

The measure is an innovative piece of legislation that requires businesses that contract with the state of California to offer health care coverage to their employees. This legislation is designed to ensure that businesses offer health care coverage, and to offer health care to employees who have already been burdened with large annual insurance premium hikes.

California’s largest business small business advocacy group, the California Chamber of Commerce, has endorsed the state’s commit­ment to coverage. It is estimat­ed that:

• California continues to lead the nation with high rates of uninsured. California has more than 7.3 million uninsured residents.

• Large businesses in California are less likely to offer coverage than their counterparts in other businesses in the United States.

• Of businesses with 50 or more employees, between 18 to 35 perc­ent of full-time employees are chronically uninsured.

• The Department of General Services enters into approximately 8,500 outstanding service contracts, totaling nearly $7.5 billion annually. Of these contracts, approximately 90 percent, are with large businesses.

• As a new building is now under consid­eration that would double the exist­ing building, it will be difficult to be paid back on the bill.

Small businesses already pay up to 50 percent more for health care than larger companies, according to the Small Business Coalition, due to high insurance rates, averaging in rate of 10 percent this year. It is ‘a call, that companies need to be made available, according to a recent report in Fortnight magazine.

Doctors and nurses have been slammed with 15 to 20 percent annual premium hikes for the last five years. The letter states that despite a booming economy, the percent­age of the population with employer-based coverage has not changed. It declares that California firms will continue to be less likely to offer coverage than larger businesses.

In many different professions, including construction work ma­nagement, legal services, consulting services, and medical serv­ices, the state enters into approx­i­mately 8,000 service contracts annually. The vast majority of these contracts, approximately 90 percent, are with companies with less than 50 employees.

The legislation is an impor­tant step in ensuring access to health care coverage for California’s workers and families. It also demonstrates the state’s commit­ment to coverage. It is estimat­ed that:

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Bricks-and-Mortar May Have the Upper Hand on the Internet

by Ron Burgesa

With the dot coms taking media grief based on recent stock market declines, it may seem, at some point, that the hype is overrated. It may be, but good business sense always requires a realistic look at the future. In a recent study, McKinsey and Company and Salomon Smith Barney, the traditional bricks and mortar businesses that are integrating the Internet into their businesses, concluded that a huge advantage over the "pure play" virtual retailers. In other words, traditional bricks and mortar businesses have a huge advantage.

A closer look at the research shows that the Internet-only start-ups have a sizable hurtle to jump. According to the study, the average contribution margin is 9% per sale. This makes 1.3 million sales the break-even point for a $20,000,000 startup. In other words, traditional bricks and mortar businesses have all the advantages of the Internet only e-tailers. This seems to be a function of start-up distribution and acquisition costs. The study indicated that the cost per order was higher than the revenue per order. This is like the old saying, "I lose a dime on every sale, but I'll make a dollar with stock transactions."

However, the conclusion was that, because the Internet community is able to move bad merchandise in a national market, instead of a local market, most of the $9 will not be able to return the $9 right to the bottom line. The Internet will not be able to purchase for season or merchandise that is simple to return, so this is a major problem for the Internet.

The Internet (along with services like e-bay.com), can provide an outlet for slow and bad merchandise which is unprecedented for the small retailer. The new way to sell product inventory can reduce markdowns by several percentage points. In fact, the current rate of lowering markdowns by 50% (cost) which can increase net profit. The Internet benefits the retailer because the long-term effect of a national market may be to squeeze the selling price of all products, but for now, even small retailers can make the Internet work to their advantage.

A closer look at the math shows that the Internet site itself will have some variable cost and cost of sales. For small retailers, the extra income can really mean much more profit.

Let's use the example of a very small retail operation with a volume of only $50,000. A typical brick-and-mortar retailer has a break-even point of 50% of gross sales. This means that 60% are profitable. Some retailers pay a commission and a percentage of the sales profit on any product, but these are the variable costs that cover the cost of sales. The Internet will show these percentage costs that the Internet does not hurt retail sales. The Internet will understand the media when it needs to.

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You thought you were happy with your computer, didn’t you? Well, Bill Gates and Steve Jobs won’t be happy with you or your computer. Since I am writing this on a MAC, let’s deal with that company, although the problems run across the board.

The big problem is not the new century, as you have been led to believe. The big problem is that you already have a computer, so they need to sell you another one. Thus, your old 20th century computer must be made to be outdated.

What your old computer connects with is round plugs called SCSI or "scuzzy" ports. Say goodbye to them, too. New computers require USB, flat plugs. That means that your old printer, ZIP drive, external hard drive and scanner don’t connect. You have to buy a whole new set.

The new IMAC also does not come with a floppy drive built in. It only has a CD-ROM player. If you want a floppy drive for all of those documents you have collected over the last decade or so, you have to buy a new external floppy device.

What I have just said is that everything in that old computer is headed out the door. But wait, it gets worse. With the new machines come new operating systems. In Apple’s OS 9, and very soon, OSX. Just about a decade ago, a five-year-old Apple computer may not have had a Motorola Power PC chip. Today, if you don’t have one, you can’t run the new CD-ROM disks.

There are even programmers: I have talked to who recommend that you do not run the newer systems. Apple’s OS 7.6.1, or maybe 8.5.1 is just fine. AppleWorks 5 is also just as good as the newer, bulkier AppleWorks 6. They both have full office functions for documenting, producing, Web site work and more. What are you to do? As I have said before, if your computer is doing what you want it to do, be happy. Buying a newer, bigger, faster, bulkier machine just because you see it in some computer magazine, is not justification for the money you will have to spend.

You may have seen people on TV who make home movies on their computer, and that’s just fine for those people, but ask yourself if that’s what you want to do.

I mentioned at the beginning that I would pick on Apple because I am closer to them, but the same is true for Microsoft. The Windows 2000 does not like your old Windows 95 and 95 documents. And the newer system coming out in another year will like them even less.

On the other hand, if you like the computer you use, use it. Be happy with it. It’s a lot better that being used yourself.
Managing the Modern Organization, a Systems Perspective

by Stan Stahl, Ph.D.

"In the past, man has been first. In the future, the system will be first." asserted Frederick Winslow Taylor 100 years ago. Taylor was the first efficiency expert, a man whose influence was so widespread that management theorist Stan Stahl has compared him with Freud and Darwin as a maker of the modern world. Taylor's emphasis on the system brought drastic changes to the challenges of management.

Deming's management principles follow a direct application of Taylor's ideas, indeed, the fifth of Deming's "14 Points for Management" read: "Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs."

Taylor wrote for an economic world very different from the one we live in today:

- "Yesterday's production worker has been the system's first customer. In the past, the system's first customer will be first."
- "Yesterday's assembly line has become today's self-directed team.
- "Yesterday's inspectorate has become today's strategic and operational planning.
- "Yesterday's manufacturing and distribution system has become today's knowledge delivery system.
- "While Taylor's basic precepts have proven correct in the economic growth and prosperity we have experienced for the past century, they need to be reasserted in the context of 21st century knowledge work.

This is not to suggest that we throw the baby out with the bath water. Indeed, too many managers still fail to realize that, as Deming taught us, management's primary responsibility is to improve the system. It is to suggest, however, that managers must rethink how they may best go about improving the system.

Consider again Taylor's quote, "In the past man has been first. In the future the system will be first."" How do you see the abbreviation "L.L.C."? Do you know what it means? It stands for Limited Liability Company, and it is an increasingly popular way of conducting some types of businesses. There are many attractions, including tax-planning aspects of this business form.

In fact, it is quite interesting to note how this is used by the insurance industry to form subsidiaries in order to isolate the liabilities of the primary entity. Essentially, the liability for the owners, similar to that of the owners of an LLC, is limited to the losses and obligations of the organization solely based on their ownership interest.

In establishing an LLC, its members have flexibility in structuring the ownership and development purposes. Members may manage the LLC themselves or designate one or more "managers" who may or may not be members of the LLC.

At deadline... continued from page 3

U.S. Chamber of Commerce Welcomes Pension Reform Changes

The U.S. Chamber of Commerce, a leader in the Congressional action pushing pension reform, believes that "the 20th Century's Retirement Security and Pension Reform Act (H.R. 112) will simply be a solid framework for future economic growth, and toward the goal of raising paperwork requirements and streamlined legal regulations. Employers and employees approved pension plans are eligible for more business owners.

Brzez, Montclair, Ontario and Pannell, Kurrus, & shoulders, Bullet Proof Vests

Four local municipalities will be able to protect their police officers by providing them with bullet proof applicable federal tax regulations, rulings and procedures, which provide guidance in determining whether the entity is taxed as a cor- poration or as a partnership. Consult an experienced professional who must be paid to the tax aspects of the business form.

The creators of an LLC are often called "members," and in some states, their names need not be disclosed in the certificate of formation. The limited liability for the owners, similar to that of the owners of an LLC, is limited to the losses and obligations of the organization solely based on their ownership interest.

In establishing an LLC, its members have flexibility in structuring the ownership and development purposes. Members may manage the LLC themselves or designate one or more "managers" who may or may not be members of the LLC.

At deadline... continued from page 3

U.S. Chamber of Commerce Welcomes Pension Reform Changes

The U.S. Chamber of Commerce, a leader in the Congressional action pushing pension reform, believes that "the 20th Century's Retirement Security and Pension Reform Act (H.R. 112) will simply be a solid framework for future economic growth, and toward the goal of raising paperwork requirements and streamlined legal regulations. Employers and employees approved pension plans are eligible for more business owners.

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New International Wire Service Program Unveiled

Arrowhead Credit Union (ACU) unveiled its new international wire service program. The program, which is currently being tested, will allow credit union members to transfer money to Mexico and other Latin American countries. The program was unveiled on July 20, 2000, in Madison, Wisconsin.

"The new international wire service program is a significant benefit to our members," said John Salgado, ACU’s CEO. "Our members have been asking for this service, and we’re excited to be able to provide it to them.

The program will allow members to transfer money to Mexico and other Latin American countries. The service will be available to ACU members and non-members alike.

Salgado also said that ACU was able to offer the service through an arrangement with World Credit Union Corporation, which allows credit union members to transfer money to Mexico and other Latin American countries.

"This is a huge benefit for our members," Salgado said. "It’s a great way to support our members and their families.

The new international wire service program is one of many benefits that ACU offers its members. ACU is committed to providing members with the best possible service and support.

For more information about the new international wire service program, visit ACU’s website at www.arrowshead.org or call (909) 983-8409.

Incubation

Continued from page 3

The most important to those who need it and that it is imperative to move "new technology out to the community."

There are vital components in this approach to education, and growing new businesses, using and adapting space-age procedures and equipment for the commercial marketplace.

The National Aeronautics and Space Administration (NASA) and California State Polytechnic University, Pomona (Cal Poly Pomona) have joined forces to provide entrepreneurs with the expertise and resources to successfully access and commercialize NASA technology.

NASA provides access to a wealth of emerging technologies developed at the Jet Propulsion Laboratory (JPL) and Dryden Flight Research Center (Dryden). The scope of the collective technology base at both organizations includes a variety of industries, markets and disciplines. Access is thereby provided to emerging technologies including: biomedical, sensors, microdevices, communications, process modeling, pollution control, power generation, and data storage — minus many of the risks of cost and research and development.

However, access is useless without entrepreneurs. "When an entrepreneur comes to us, we establish three links — we match a technology with the entrepreneur's idea, and the product idea with a market. A five-stage lab-to-market process is key to what we're doing," stated Julie Holland, director of the NASA Commercialization Center at Cal Poly Pomona.

1. Prove the product concept.
2. Develop the business plan.
3. Secure a lease.
4. Attract capital.
5. Develop and launch your product.

Support at every stage is a cornerstone of the center's philosophy.

The NASA Commercialization Center delivers unique services designed specifically to support technology commercialization requirements — from the conception of the project through all the steps to final development. Some of the services most frequently requested are: market analysis, business planning, and legal services.

New products that have been developed through the NASA Commercialization Center include: Handwriting Without Tears, a slate chalkboard, child-friendly language, and simple teaching techniques to inspire active learning.

Handwriting Without Tears is located in Pomona, Maryland. The company strives to make handwriting available to all children as an automatic and natural skill. For further information, visit the web site at http://www.hwtears.com or call (888) 983-8409.

continued on page 34
EXECUTIVE TIME OUT
YOSEMITE
A Place of Matchless Beauty
by Camille Bounds

It is recorded in the great book that God made the world in six days. What wasn’t recorded was that during one of those days, God might have wondered where he was going to spend his R & R on the seventh day. It was then that he must have decided to create Yosemite (the Indian name for grizzly bear).

Surrounded by inspirational beauty

Inspirational beauty surrounds the visitor with giant trees, spectacular waterfalls, wildflowers and lofty precipices with names that ring throughout the world, beckoning rock and mountain climbers with the greatest of challenges.

El Capitan, Half Dome, Royal Arches, Cathedral Rock, Clouds Rest and Three Brothers draw climbers to test their expertise and amazement. Its most spectacular attraction is Yosemite Valley, which accounts for only seven of the park’s 1,189 square miles, is the world’s best known glacier-carved canyon. It is best known for its thundering waterfalls, towering cliffs, rounded domes and massive monoliths rising to heights of 3,500 feet, that create an area of wonder and amazement. Yosemite Valley offers 226 deluxe and 19 standard hotel type rooms. The lodge is within walking distance to Yosemite Falls (mid-reasonable).

Tonga Pass crosses the Sierra crest at 9,415 feet, making it the highest automobile pass in California. Here, two contrasting vistas can be seen to the west, meadows and to the east, high desert.

Thirty miles south of Yosemite, in the northern end of the park, is the largest of three sequoia preserves. Mariposa Grove, visitors can ride through the forest in tams or use the trails for hiking. The grove’s most famous resident is the 2,700-year-old Giant Sequoia, thought to be the oldest of all the sequoias. It stands 210 feet tall, with a base diameter of 30.7 feet and a girth of 96.5 feet. This magnificent wonder is in the company of other giant sequoias that make up the unique area of planet.

Bridal Veil Falls is Yosemite National Park, California.

Yosemite National Park is open year-round, and may be reached by air, car or train. (The Automobile Association of America can supply accurate maps and alternative transportation information.) Call park services at (209) 372-0200 for a recorded message.

Yosemite Lodge, located near the base of Yosemite Falls offers 226 deluxe and 19 standard hotel type rooms. The lodge is within walking distance to Yosemite Falls (mid-reasonable).

An easy way to get around

Recently, the Yosemite Area Regional Transportation System (YARTS) began running regional transit buses. Through this service, YARTS offers a choice to those traveling in the region who would rather ride a bus from outlying communities into Yosemite Valley and park. Call the Yosemite Area Regional Transportation System toll-free at 1-877-989-2787 or check www.yarts.com/about.html.

Camille Bounds is the travel editor at the California’s oldest mountain resort hotels. It offers European-styled hotel rooms with or without private baths.

High Country

Rock and Fall Lodge and the Tuolumne Meadows Lodge are available only in summer, and are equipped with canvas tent cabins and central dining areas. Sensational scenery is the draw here.

Early advance reservations are absolutely necessary. The earlier the better. They are made through the Yosemite Park concession Services. Call (559) 525-5200 for reservations.

When to go

June, July, August and September are the most crowded months, especially in the valley area. If you can go off-peak (before Memorial Day and after the first of October), you may find it cooler and the rates a little lower, but all the grandeur is still there without the crowds. Something to think about.

How to get there

If you do not choose to use the campgrounds, there is a wide range of lodging available — from high mountain spectrum to the more affordable.

Yosemite Valley Hotel offers luxury, elegance and comfort. The rooms are decorated with an Indian theme and as close to camping as you can get. They are made through alternative transportation information.

At Just $35,945

Environment

It seems that not a day goes by without the pressman between the day’s allotment of news releases, product information announcements and corporate annual reports to the officers of the Inland Empire Business Journal.

Such was the case a couple of weeks ago when we received a copy of the “1999 Annual Report of the IEUA”?

“We are there,” you might ask.

The IEUA is the Inland Empire Utility Agency, we confidently reply.

“But who are they?” you ask again.

Well, frankly, we couldn’t tell you. So we decided to find out just what the IEUA is and what they do and why they would send us their annual report.

It turns out the Inland Empire Utility Agency (IEUA) is one of those quasi-governmental agencies that you’ve probably never heard of, but couldn’t live without.

According to the annual report we received, its stated mission is “to supply water and recycled water, collect, treat and dispose of waste water, and to provide other utility-related services to the agencies it serves.”

Translated into common-speak, they are the folks who deliver water to your tap, irrigation water to your crops, and take icy cold water from your refrigerator.

While you may pay your monthly water bill to the Carmel Valley Water District or the Ojai Water Company, the agency is actually the IEUA which finds the water the local water district comes from local water resources.

We’re actually been around for 50 years,” says Schuler Feld. “The IEUA’s director of public information. “It’s just that for 48 of those years we were known as the Chino Basin Municipal Water District.”

A couple of eyes are starting to light up!

The agency supplies water to an area that stretches from Monrovia to Fontana and as far as Rancho Cucamonga to south of Chino. Nearly three-quarters of a million people in that 242-square mile service area depend on the IEUA for water — yet don’t even knew the agency exists.

To accommodate the rural staging of the water it supplies to the local water districts comes from local ground water and canyon runoff, the remaining 30 percent it buys from the Metropolitan Water District.

REDEFINED

by Frank C. Jackson

A Place of Matchless Beauty

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Inland Empire Utility Agency Handles Area’s Liquid Assets
Inland Empire Utility... continued from page 19

At a more personal level, the 219 employees of the agency participate in a variety of community affairs projects, such as water conservation and recycling efforts, fundraising for the Ronald McDonald House and the United Way, and also sponsor local blood drives. The IEUA seems to be a mor­
yphous entity at least $156.7 million dollars in expenses were more than offset by its $74.5 million in revenue. Of course, the agency didn’t make all that money from buying and another source of drinking water and waste water. The difference actually came in the form of property tax collections, about $142 million worth of tax collections. Much of that additional income is set aside for upcoming construction projects. The agency is currently in the process of building a new de-salting plant, and upgrading another desalination plant. So now that we know who they are and what they do, the final ques­tion – who runs this agency? Is there any quasi-governmental agency – to whom are they accountable? The short answer is yes and yes.

The various offices of the IEUA’s five-member board of directors are typically elected from each of the districts represented: Rancho Cucamonga, Ontario, Fontana, Montclair/Upland, and Chino/Chino Hills/Montclair. Two of the board members, in fact, are up for re-election on this November’s ballot. The other board members were selected by the 1996 general election. The fact that very few voters can associate a face with a name in each election, and even fewer actually know their individual board members, chalks up to the vagaries of the American electoral process.

In addition to the board members, the staff includes people with particular expertise: the comptroller, the general counsel, the human resources director, the human resources manager, the information technology director, the public relations director, the environmental affairs director, the administrative services director, the financial director, the electric operations manager, the water operations manager, and the general manager. The general manager is responsible for the overall operation of the agency and is accountable to the board of directors.

Yipes Communications, Inc. is the company that operates the optical IP networks, announced June 29, 2000, that it will begin connecting businesses in Riverside. The company, which has office and Internet speeds up to 1 gigabit per second over its high-speed network, works with both private developers, public officials and the University of California, is offering its afford­able and flexible high-bandwidth services to a key arena to attract new technology firms to the city and Riverside.

Yipes’ optical networks are now ready to serve such major development projects as the University Research Park, Marlborough Tech Center, and the million square feet of business properties developed by Magnon Companies in Riverside.

Yipes’ optical backbone will facilitate high-speed data, voice and video applications within the city or throughout the world. Kevin Paletie, economic develop­ment manager for the city of Riverside, said “Yipes’ presence is a huge win for us. It gives us a critical technology that other communities don’t yet have. Yipes will help us attract and retain businesses with high-wage jobs to expand the economic base of our community.”

As it rolls out service across the country, Yipes is driving a new gen­eration of Internet applications by breaking regional bandwidth barriers and making high-bandwidth services available to everyone. Yipes’ optical networks will provide an unthrottled combi­nation of speed, simplicity and flexi­bility, using the pervasive and familiar Internet infrastructure.

Customers may select LAN-to­LAN services between business locations or high-speed Internet services, both scalable from 1 Mbps to 1 Gbps in Mbps increments. With true bandwidth-on-demand, Yipes’ customers pay only for what they need.

Yipes’ gigabit optical network in Riverside will serve businesses and important business applications. Yipes’ customers receive the ability to turn up their bandwidth on a few hours’ notice, using uncomplicated networks based on IP and Ethernet. Yipes’ network is crucially important to companies coming to our business park.

In addition to Riverside, Yipes today offers service in Boston, Chicago, Miami, Palm Beach, Philadelphia, San Francisco, Washington, D.C. and in suburbs of Los Angeles and Denver. By the end of the year, Yipes plans to serve all major cities coast to coast.

For more information, please see www.Yipes.com.
Creating a Business Web Site? Look Out for Some Legal Risks

Page 22 | INLAND EMPIRE BUSINESS JOURNAL | AUGUST 2000

Merehly securing a domain name registration does not give you a trademark. You have a commercial success, and a mark that is too closely related to another may get you into trouble. If anyone has the same legal name, or a similar one, they may also have the same legal name as you, thus giving you a potential problem down the road. If the search comes up clean, then you might register your domain name under the U.S. Patent and Trademark office.

Copyright

Material that is not copyrighted is in the public domain. Anyone may copy or use any material that is in the public domain. Copying other material, even written product descriptions, for your business, is not considered plagiarism. However, so you have to be careful about the domain name that you choose to use.

Advertising

The domain name - i.e., the Web site address - that you choose will be linked to your business. This is why it is important to choose a domain name that is meaningful to your business, and one that is easy to remember.

Trademarks

The domain name must be unique, and it should not be confusing to consumers. If you are trying to register a domain name that has been trademarked by others, you may have to change the name, or use a different name. You may also have to pay the trademark owner for the use of the name.

Accuracy

The domain name should reflect the nature of your business. If your business is in the travel industry, the domain name should be short and easy to remember. If your business is in the retail industry, the domain name should reflect the nature of your store.

Product Information

If you are using the domain name for a Web site, you should make sure that the information on your site is accurate. You should also make sure that the information on your site is not misleading. If you are using the domain name for a business, you should make sure that you are not violating any laws.

Customer Truth-in-Advertising Rules

You should be careful about what you say about your products or services. You should not make false claims about your products or services. You should also be careful about what you say about your competitors. If you make false claims about your competitors, you may be liable for false advertising.

Libel

If you make false claims about your competitors, you may be liable for libel. Libel is the publication of false information that damages a person’s reputation. You should be careful about what you say about your competitors, and you should be careful about what you say about yourself.

Trademarks

You should be careful about what you say about your trademarks. You should not use trademarks that belong to others without their permission. You should also be careful about what you say about your own trademarks. If you use your trademarks in a way that is not fair, you may be liable for trademark infringement.

Contracts

Contracts are an important part of any business. They are agreements between two parties to do business. You should be careful about what you agree to do, and you should be careful about what you agree to pay. You should also be careful about what you agree to do in the future.

Copyrights

You should be careful about what you say about your copyrights. You should not use copyrighted material without permission. You should also be careful about what you say about your own copyrights. If you use your copyrights in a way that is not fair, you may be liable for copyright infringement.

Product Descriptions

You should be careful about what you say about your product descriptions. You should not use product descriptions that are misleading. You should also be careful about what you say about your competitors’ product descriptions.

Mergers and Acquisitions

You should be careful about what you say about your mergers and acquisitions. You should not use mergers and acquisitions to deceive people. You should also be careful about what you say about your competitors’ mergers and acquisitions.

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For more information, contact Andrea Hanstein, AppleOne Employment Services, at (909) 626-4570, or visit our Web site at www.appleone.com.

September Tours for Adult Travelers and Educational Insight Tickets

Study tours travel from California State University, San Bernardino (CSUSB) are finding their way to central California.

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Students may choose the general program of study, or select one of four concentrations.

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For information and application materials please call (909) 593-3511, extension 4943.

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Creating a Business Web Site? Look Out for Some Legal Risks

Often, a business owner has the same legal risks as a publisher. Below are some key legal issues, publishing and non-publishing related, any Web site owner should take into account when creating and maintaining a site.

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For more information, contact Andrea Hanstein, AppleOne Employment Services, at (909) 626-4570, or visit our Web site at www.appleone.com.
Bank Rating...continued from page 3

Credit ratings are a tool used by organizations to evaluate the financial health of companies. They are important for various reasons, including:

- **Creditworthiness:** Credit ratings help determine if a company is likely to meet its financial obligations.
- **Investment Decisions:** Investors use credit ratings to make informed decisions about where to invest their money.
- **Loan Decision:** Banks and other lenders use credit ratings to assess the risk of extending credit.
- **Bond Ratings:** Credit ratings are also used to evaluate the risk of bonds, which can affect their interest rates.

Credit ratings are typically provided by independent rating agencies such as Moody's, Standard & Poor's, and Fitch. These agencies use a variety of factors to determine a company's credit rating, including financial performance, industry position, and risk management practices.

The rating process involves an in-depth analysis of a company's financial statements, economic conditions, and other relevant factors. The rating is based on a scale of AAA (highest creditworthiness) to C (least creditworthiness).

Credit ratings are important for businesses because they can affect the cost and availability of financing. A high credit rating can lower borrowing costs and make it easier to access capital, while a low rating can increase costs and limit access to financing.

**La Juna Johnson**

**President, Citizens Business Bank**

La Juna Johnson is the President and CEO of Citizens Business Bank. She is also on the Board of Directors of the Woman’s Business Enterprise National Council (WBENC), the California Federation of Women’s Business Enterprises (FWE), and the National Association of Women Business Owners (NAWBO).

Johnson has been with the bank since 1997, and she became President in 2012. She has been involved in various community and business organizations, and she has received numerous awards and recognitions for her leadership and contributions to the community.

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Impressions continued from page 25

which she is involved, and continually
emphasizes community-related
organizations and functions.

Impressions entered into an exclusive agreement with the Pierre
Baine Winery in Rancho Cucamonga
in 1992, to provide catering for banquets
at one of the time retail store located
inside the grounds of the winery. The
"Wine Store" had never been utilized
for the purpose of banquets. It was a
startup operation and an exciting new
venue for Impressions Catering.

Impressions purchased tables, chairs, and installed a dance floor,
providing a complete package for their customers. Large linen
packages for the walls, grapevine garlands and ficus trees draped
with twinkling lights made the spaces warm and inviting.

Today, the Wine Store is considered to be one of the finest
historical banquet facilities in the Inland Empire.

In April, 2000, Impressions
Catering entered into an agreement with the City of Upland
for exclusive service for the Andrew Carnegie Cultural Center. The elegant
1913 interior style provides a beautiful
venue for wedding receptions,
fund-raisers, cocktail and dinner par-
teas. The Carnegie comes equipped
with an automatic overhead screen,
PA system, podium and Internet
book-making which makes this a unique
facility perfect for any special event
and also ideal for meetings, confer-
ces, seminars and banquets.

Today, Impressions Grand Catering is recognized in the sur-
rounding communities as a profes-
sional, well-established and reliable
business. The office is open five days
a week, and Impressions also employs
account specialists and special event
managers to assist in every detail.

Impressions Grand Catering is located at 1779 South Chino Ave.,
Ontario, CA 91765. For more information, please call (909) 923-8030 or fax (909) 923-8620.

Steve Goldman
General Manager, Ontario Airport Marriott

Steve Goldman, general manager of the Ontario Airport Marriott, never planned to become heavily involved in the hotel business. In fact, he took his first Marriott job simply as a sum-
mer job while he was attending college. He later returned to the Marriott, noting that, "I got bored sitting in an office, not talking to peo-
lle."

Goldman will be at the Ontario Marriott for three years in September, and remarks that he has been a "very good experience." He has been working on renovating the lobby since the beginning of his employment there, and is extremely pleased with its progress.

After hours, Goldman spends most of his time with his wife and children. His daughter, four years old, and his son, 15 months, keep him pretty busy.

Joel Dorch
Happy Trails Executive Director

Who ever gets to meet his or her childhood
hero? As a fan of Roy Rogers Jr., Joel Dorch
has. While volunteering for his favorite community
event, End of Trail, a cowboy action shooting
and wild west jamboree, Dorch met Roy Rogers Jr.
As a 10-year volunteer, Dorch is the director of
entertainment and produces the wild west show in
which Roy Rogers Jr. performs.

As a result of his friendship with Roy Rogers Jr., Dorch met his hero and
was introduced to Happy Trails Children's Foundation, an organization that
provides care and services for abused children throughout Southern California.

Formerly known as the Victoria Valley Abuse Task Force started in 1982 by
concerned citizens, the organization received support from Roy Rogers and
Dale Evans. As a reflection of their growing interest, the name was changed in

Although Dorch has worked in various businesses, including: marketing,
real estate, and more recently in the business at a skilled nursing
facility, he has always been involved in charitable organizations. His fondest
memory of fund-raising is of a school fund-raiser in
10-year-old Dorothy
Inland Empire Business Journal • PAGE 27

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San Bernardino County Helps Businesses “Do Business”

The county of San Bernardino has stepped up efforts to better assist businesses to "do business" within the county. Implemented on July 1, 2000, the county restructuring, bringing all business-related departments under a single agency. The new agency consists of the Jobs & Employment Services Department, Economic Development, and Land Use Services and Redevelopment. Viewed by county supervisors and administrators as a move to enhance the economy in the long term, it promotes economic and community development through the integration of a variety of business programs and related free services.

Businesses interested in relocating or expansion will enjoy increased levels of assistance with business loans, tax credits, the permitting process, employee recruitment and training needs. Plans are underway to provide training to specially selected staff from those departments, training them "business generalists." What this means to business owners is less time, effort and energy spent in finding needed capital, a well-trained labor force and the necessary permits to get things "up and running." The county of San Bernardino has made this major shift to become more business-friendly in hopes of drawing new businesses in, as well as keeping existing business owners happy with increased opportunities to expand their operations.

With its extensive air, rail and highway systems, the county of San Bernardino describes itself as the "Gateway to Southern California." The new Ontario International Airport acts as a hub in the county's west end for air shipments. Traversing the county are major rail and highway routes making it perfectly accessible for the traveler, as well as transporting and receiving goods. Highly appealing are lower land costs and state designated Enterprise and Foreign Trade Zones. Financing is available for land or building acquisition, equipment and working capital.

Key to any business success is a high quality labor force. The county offers free employment services such as on-the-job training programs, individual job placement services, including pre-screening and recruiting to the employers' specifications. These run from a one-to two-position recruitment upwards to mass hire situations. Some employers may realize further savings with tax credits.

Quality of life is important to employers interested in drawing in professional and technical level employees and keeping them. The county of San Bernardino boasts an outstanding school system that starts with grades K through 12 and goes up to a number of community colleges and several major universities. Additionally, housing is affordable.

Recreational offerings include winter mountain skiing, beautiful regional parks, the Santa Ana River Trail for backpacking, riding and hiking and much more. New to the area is the California Speedway, a NASCAR raceway. Further, cultural offerings abound with the Blockbuster Amphitheatre, San Bernardino Civic Light Opera, County of San Bernardino Museums, Linwood Symphony Orchestra and Redlands Bowl. The new Ontario Mills Mall draws well in excess of one million visitors a year to its outdoor stores and entertainment venues.

With its busy, friendly atmosphere and expanded business assistance offerings, highly qualified labor force, reasonable land and housing, the outstanding quality of life, the county of San Bernardino is the perfect location for business to be able to "do business." Importantly, the county realizes that in order to attract and retain business, a necessity for a continued strong and vibrant economy, it must be fully committed to supporting the efforts of the business community through its programs and services.

For more information, contact the County of San Bernardino Jobs & Employment Services Department at 1-800-451-JOBS.
Looking for a new career? Interested in enhancing your resume?

Consider a certificate program from the College of Extended Learning at California State University, San Bernardino.

All certificate programs are offered in the evening or weekends, and most can be completed within a year. You receive hands-on training from knowledgeable instructors in skills employers want.

Current Certificate Programs:
- Computer Applications
- Management Practices
- Marketing
- Human Resources
- Technical Drafting
- Computer-Aided Drafting
- Financial Planning
- Project Management
- Grant Development
- Computer-Aided Drafting

For information or to receive a free course catalog, call Extended Learning at (909) 888-5381 or access: http://cls.csusb.edu

Karnig...

continued from page 25

tthough, began much earlier while attending nursing school. Graduating from St. Lukes in Davenport, Iowa, she then spent the next 25 years working as a registered nurse.

Her career change from nurs-
ing to marketing gave her the tools to start an interior design business. Afterwards, she served as the development officer for the college of engineering at the University of Wisconsin, coordinating fund-raising for all the uni-

versity's colleges. Now, she has re-focused her entrepreneurial spirit and marketing background to support nonprofit organizations. She is especially dedicated to fund-raising at CSUSB, where her husband, Albis, is the current president.

"If I was to choose a cause that I held most dear, it would have to be scholarship fund-rais-
ing," Karnig considers. "Making it possible for students to get the education they seek is very rewarding. Everyone involved in the fund-raising and selection process contributes to the education of each recipient. In this way, we make a difference for the future."

In her capacity as associate to the president for special projects at Cal State, on an unpaid volunteer post, Karnig is immersed in the scholarship program.

"Chuck and Shelby Showbergh gave the lead gift of $500,000 for scholarships," remarks Karnig. "Their generosity kicked off the university's scholarship campaign. Our fund-rais-
ing goal for this year is to raise $1.5 million. At this point, we are about two-thirds of the way there and we are planning a fund-raiser for this fall. We will begin to make awards to student applicants, beginning with the 2000/2001 academic year."

Karnig explains that among other scholarships Cal State has to offer, there are also the Al and Marilyn Karnig Family Scholarship and the President Albert Karnig Scholarship avail-
able to students.

As if her involvement in scholarship campaigns isn't ambitious-
tough enough, Karnig takes on positions in other philanthropic venues. She is actively involved with the Robert Fuller Art Museum and serves as special events chair of the San Bernardino City Library Foundation. She is a member of the City of San Bernardino Fine Arts Commission and sits on the government council for the Hillside University Demonstration School in the San Bernardino Valley School District. And, she is a member of the Sutton Bernardino Symphony Board.

In addition to these com-
mittments, Karnig serves as chair-
man of the board for the Arrowhead United Way.

During her rare free time, Karnig likes to entertain, cook, do needlework and read. She and her husband, Al, attend university sports events, lectures, theater productions, musicals and other special events. She also finds time for her three grown sons, six law-
tax-law and six grandchildren.

If anyone remains under the impression that Karnig is a woman who enjoys the finer things in life, you may be right. It's just not the typical way to enjoy the finer things.

If you are interested in becoming involved, just e-mail her at mkarnig@csusb.edu to find out what's on the agenda for any of her special projects.

Subcribe Now. (909) 484-9765 Ext. 27
Environmental Companies Serving the Inland Empire (continued from Page 30)

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Hillside</th>
<th>San Bernardino</th>
<th>Hemet</th>
<th>Moreno Valley</th>
<th>Wildomar</th>
<th>Beaumont</th>
<th>Riverside</th>
<th>Corona</th>
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<th>Perris</th>
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<td>Hillside</td>
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<td>Waterline Engineering Corp.</td>
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**Note:** For those companies with indicating percentages, it indicates the percentage of their business that is located in the respective city. The information is subject to change and may not reflect the most current data available. For the most accurate and up-to-date information, please contact the company directly or visit their website.
**Facies in Business...**

continued from page 24

administration and collateral documentation, as well as loan accounting and finance. Her experience includes vice president and information systems manager for the Bank of Hemet and vice president of BarLink Corporation. She was responsible for promoting efficiency through the use of technology, as well as implementation and training. She has also served as a member of the operations steering and compliance committee.

In her new position, Johnson will be responsible for overseeing the areas of loan documentation and servicing, compliance, the Community Reinvestment Act, and community trust and devalued services.

Johnson attended Chaffey College. She is treasurer for the Backcountry Horseman of California-Santa Ana River Unit, which coordinates activities with the Riverside County Parks Department in the maintenance of public lands used.

**Edward E. Holley**

**President and Manager, Citizens Business Bank**

Linn Wills, president and chief executive officer of Citizens Business Bank, announced the appointment of Edward E. Holley to the position of vice president of the bank’s high desert office located in Victorville.

Edward’s professional career incorporates more than 22 years of banking experience, with an extensive background in commercial lending, credit and management administration. Formerly, he was vice president and manager of First Security Bank. He also spent a number of years as senior vice president and manager of National Bank of California in Los Angeles.

Holley received his bachelor’s degree in business administration from California State Polytechnic University in Pomona. He participates in numerous community activities and is the current president of the Apple Valley Rotary Club. He has also been president of the High Desert Regional Development Authority in Victorville, and is a board member and past campus chair of St. Mary’s Hospital Foundation.
### Inland Empire’s Largest Employers

*Ranked by Number of Employees*

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Nature of Business</th>
<th>Employees (full-time)</th>
<th>Address</th>
<th>E-Mail Address</th>
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</thead>
<tbody>
<tr>
<td>Walmart Stores, Inc.</td>
<td>Local Government</td>
<td>3,800</td>
<td>20900 N. Lakeland Dr.</td>
<td><a href="mailto:walmartrules@walmart.com">walmartrules@walmart.com</a></td>
</tr>
<tr>
<td>McDonald’s Corporation</td>
<td>Manufacturing</td>
<td>2,200</td>
<td>19700 Mira Loma Rd.</td>
<td><a href="mailto:info@mcdd.com">info@mcdd.com</a></td>
</tr>
<tr>
<td>Blue Shield of California</td>
<td>Health Care</td>
<td>2,000</td>
<td>400 W. 7th St.</td>
<td><a href="mailto:info@blueshieldca.com">info@blueshieldca.com</a></td>
</tr>
<tr>
<td>Gannett Co., Inc.</td>
<td>Media</td>
<td>1,900</td>
<td>16000 Cahuenga Blvd.</td>
<td><a href="mailto:info@gannett.com">info@gannett.com</a></td>
</tr>
<tr>
<td>Cendant Corporation</td>
<td>Finance/Insurance</td>
<td>1,800</td>
<td>12345 Western Ave.</td>
<td><a href="mailto:info@cendant.com">info@cendant.com</a></td>
</tr>
<tr>
<td>Starbucks Coffee Company</td>
<td>Food/Drink</td>
<td>1,700</td>
<td>33333 Tam O’Shanter Dr.</td>
<td><a href="mailto:info@starbucks.com">info@starbucks.com</a></td>
</tr>
<tr>
<td>Microsoft Corporation</td>
<td>Technology</td>
<td>1,600</td>
<td>16000 S. Mission Rd.</td>
<td><a href="mailto:info@microsoft.com">info@microsoft.com</a></td>
</tr>
<tr>
<td>Toyota Motor Sales, U.S.A., Inc.</td>
<td>Manufacturing/Automotive</td>
<td>1,500</td>
<td>12345 Technology Dr.</td>
<td><a href="mailto:info@toyota.com">info@toyota.com</a></td>
</tr>
</tbody>
</table>

### Marketing Contact

- **Top Local Executive**: Title
- **Phone/Fax**: Phone number
- **E-Mail Address**: E-Mail address

**Note**: Non-disclosure of contact information is noted as "N/A".

---

**Additional Information**:

- "run a successful accounting business. Numbers are my life. But I don't expect to be treated like one."
Palm Desert Chamber Introduces New Website

The Palm Desert Chamber of Commerce has partnered with Village Profile of Palm Desert to create a new website for the Palm Desert area. The website will feature an editorial overview of the community, along with detailed street maps that will help residents and visitors navigate the community and its attractions.

Salon Harvey from the chamber is delighted to be working with Village Profile again for this new project, which will be available to new and returning visitors through the website.

Village Profile is the leading bi-monthly publisher of community directories, guides, maps, and atlas for the entire Inland Empire. The website will be a valuable resource for information about the area, and advertisers will have the opportunity to reach new audiences through advertising on the site.

Since 1961, Kleinfeilder Inc. has been a leader in solving complex environmental issues and managing projects from inception to completion. The company provides engineering, environmental, and technical testing services, including:

- Site Assessments (ESAs)
- Remedial Investigation, Feasibility Studies, and Remediation Design
- Permits and Reporting
- Property Acquisition and Site Improvements

Kleinfeilder’s client list is comprised of foundation clients, universities, and school districts throughout the western United States. Offering a wide range of technical resources and geographic coverage, Kleinfeilder has provided services throughout the western United States. Offering a wide range of technical resources and geographic coverage, Kleinfeilder has provided services throughout the western United States.
<table>
<thead>
<tr>
<th>Title</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winnos Pharmaceuticals, Inc.</td>
<td>Chief Executive Officer</td>
<td>(909) 500-5000</td>
<td><a href="mailto:info@winnospharma.com">info@winnospharma.com</a></td>
</tr>
<tr>
<td>Consolidated Freightways</td>
<td>President &amp; CEO</td>
<td>(909) 330-3300</td>
<td><a href="mailto:pres@consfrith.com">pres@consfrith.com</a></td>
</tr>
<tr>
<td>Mountain High Resorts</td>
<td>President &amp; CEO</td>
<td>(909) 330-3300</td>
<td><a href="mailto:pres@montainhigh.com">pres@montainhigh.com</a></td>
</tr>
<tr>
<td>San Mateo Medical Center</td>
<td>President &amp; CEO</td>
<td>(909) 330-3300</td>
<td><a href="mailto:pres@sanmateomedicalcenter.com">pres@sanmateomedicalcenter.com</a></td>
</tr>
<tr>
<td>Roddham Community Hospital</td>
<td>President &amp; CEO</td>
<td>(909) 330-3300</td>
<td><a href="mailto:pres@roddhamcommunityhospital.com">pres@roddhamcommunityhospital.com</a></td>
</tr>
<tr>
<td>The Toro Company</td>
<td>President &amp; CEO</td>
<td>(909) 330-3300</td>
<td><a href="mailto:pres@torocompany.com">pres@torocompany.com</a></td>
</tr>
<tr>
<td>Alvin Unified School District</td>
<td>Superintendent</td>
<td>(909) 330-3300</td>
<td><a href="mailto:super@alvischools.org">super@alvischools.org</a></td>
</tr>
<tr>
<td>San Bernardino County Regional Medical Center</td>
<td>Medical Director</td>
<td>(909) 830-8300</td>
<td><a href="mailto:meddir@sanbernardinohealthcare.org">meddir@sanbernardinohealthcare.org</a></td>
</tr>
<tr>
<td>Alpine Valley Resort</td>
<td>Director of Marketing</td>
<td>(909) 330-3300</td>
<td><a href="mailto:markeeting@alpinevalleyresort.com">markeeting@alpinevalleyresort.com</a></td>
</tr>
<tr>
<td>University of California, Riverside</td>
<td>Dean of Veterinary Medicine</td>
<td>(909) 830-8300</td>
<td><a href="mailto:deankuros@ucr.edu">deankuros@ucr.edu</a></td>
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**Businesses in the Region**

- **Inland Empire's Largest Employers (Continued)**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>Nature of Business</th>
<th>Employee Contact</th>
<th>Marketing Contact</th>
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<tbody>
<tr>
<td>Alvord Unified School District</td>
<td>705 W. 11th St., Redlands, CA 92374</td>
<td>Education</td>
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<tr>
<td>S. Cal. Methodist Hospital</td>
<td>1103 E. Arrow Hwy., San Dimas, CA 91773</td>
<td>Hospital</td>
<td>N/A</td>
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<tr>
<td>Rancho Mirage, CA</td>
<td>1111 N. Pershing Ave., Rancho Mirage, CA 92270</td>
<td>School District</td>
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<tr>
<td>Norman Middle School</td>
<td>2202 E. Evans Ave., Hemet, CA 92544</td>
<td>School District</td>
<td>N/A</td>
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<tr>
<td>Victorville High School</td>
<td>30330 Traservoir Rd., Victorville, CA 92392</td>
<td>School District</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Lake Elsinore Unified School District</td>
<td>21501 Main St., Lake Elsinore, CA 92530</td>
<td>School District</td>
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<tr>
<td>Alvord Unified School District</td>
<td>705 W. 11th St., Redlands, CA 92374</td>
<td>Education</td>
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<td>N/A</td>
</tr>
<tr>
<td>S. Cal. Methodist Hospital</td>
<td>1103 E. Arrow Hwy., San Dimas, CA 91773</td>
<td>Hospital</td>
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**The Riches of the Life and Culture of the Navajo Art Exhibit**

The Navajo call themselves the Diné, or "people who are the children of the Donghae," the mountain in their own language. Their earliest history is lost in the mists of time, but it is known that they were once a nomadic people who wandered across the western United States, from the Rockies to the Great Plains. The ancestors of the Navajo people probably migrated from the interior of Asia to North America around 1000 BC. They have a rich cultural heritage, which they continue to celebrate and pass on to future generations.

During the mid-18th century, the Navajo were forced to retreat into a reservation in southeastern New Mexico, where they remained until 1863, when they were forced to relocate to the Navajo Nation. The Navajo were forced to abandon their homes and move to a reservation on the High Plains, where they faced enormous hardships. They were deprived of their traditional way of life and were forced to work as laborers for the U.S. Army.

Despite their difficult circumstances, the Navajo people have continued to preserve their culture and traditions. They have developed a rich and unique art form, Navajo weaving, which is known for its intricate designs and colors. The weaving is done on a loom, and the yarn is made from wool that is naturally dyed with plants and other natural materials. The weaving is often decorated with geometric patterns and symbols, which have their own meaning and significance.

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www.unifiedconsulting.com
### AppleOne Services: More Than an Employment Service

*With the ever-changing marketplace, employment services have become much more than recruitment.* AppleOne has through innovative programs such as Rehirement and AppleCore Assessment Series, along with separate divisions specializing in the technology and accounting fields, responded to this need by not only familiarizing the software with those as well as those who may need a refresher course. Consequently, Rehirement allows employees to control their own schedule without sacrificing their lifestyle. “Rehirement isn’t an end,” Howroyd says. “It’s a beginning of a whole new menu of choices.”

AppleOne founder and employment service pioneer Bernard Howroyd has observed marketplace trends from the front line since the company’s inception in 1973. “Nowadays, an employment service should provide a nurturing environment and act as a full partner in the growth and development of the business it serves,” Howroyd said. “The AppleCore program can do this to provide the services your clients at a cost they can afford.”

AppleOne’s reach extends far beyond traditional clerical staffing. “Gone are the days when employment agencies meant only temporary clerical workers,” says Howroyd. “Today, our clients demand variety and so we recruit all levels—from the front desk to the executive boardroom—and we offer more services than ever before.” As such, AppleOne provides a wide variety of services to meet the needs of each of its clients.

**AppleCore Assessment Series**

AppleOne created AppleCore Assessment Series in conjunction with AJN Consulting. The series evaluates separate positions in four different categories: the Professional Assistant, Office, Customer Service, and Manufacturing Assembly series. The software was carefully tailored to each job function to ensure these tests demonstrate a clear link between test performance and success on the job. “The AppleCore Assessment Series has been scientifically proven to be an appropriate and relevant predictor of job success,” Howroyd says. “But more importantly, we have first-hand knowledge on how to combine these with our clients and their candidates alike report high satisfaction.”

**Rehirement®**

AppleOne designed the Rehirement program to help mature people re-enter the workforce and better market their previous experience and skills. Participants continue to put their expertise to good use while learning new skills. AppleOne provides free computer tutorials to those employees not familiar with the software as well as those who may need a refresher course. Most importantly, Rehirement allows employees to control their own schedule without sacrificing their lifestyle. “Rehirement isn’t an end,” Howroyd says. “It’s a beginning of a whole new menu of choices.”

**AppleOne Payroll & Tax Filing Services**

AppleOne Payroll & Tax Filing Services was launched in 1996 to office businesses an alternative to in-office, restrictive national payroll vendors and the high costs and aggravation of performing payroll themselves. Its emphasis on customer service and client satisfaction has won it a phenomenon status since its inception. Howroyd says that flexibility is the most important, but care in quality of service is essential. Our clients find in your payroll vendor “ideally, your payroll vendor will have generic, mass-marketed packages. Howroyd says. “We make it easier than ever to introduce such services, and we’ve made it easier than ever to use.”

AppleOne is the largest privately-held employment service in the world. With more than 750 offices throughout North America, AppleOne has achieved more than $1 billion in annual revenue. For a free consultation, call (909) 564-5644 or visit the Web site at www.appleone.com.

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### AppleOne’s Reach Extends beyond Traditional Clerical Staffing

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<th>Contact</th>
<th>Email</th>
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<td>Nancy Crysler</td>
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<td>AppleOne</td>
<td>Denver</td>
<td>Joe Saedeker</td>
<td><a href="mailto:info@airandsurface.com">info@airandsurface.com</a></td>
</tr>
<tr>
<td>AppleOne</td>
<td>Los Angeles</td>
<td>Steve plateau</td>
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<td><a href="mailto:nancy@airandsurface.com">nancy@airandsurface.com</a></td>
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<tr>
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<td>San Francisco</td>
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<td><a href="mailto:info@airandsurface.com">info@airandsurface.com</a></td>
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<tr>
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<td>Phoenix</td>
<td>Steve plateau</td>
<td><a href="mailto:plateau@airandsurface.com">plateau@airandsurface.com</a></td>
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**What’s Ahead in the Inland Empire Business Journal**

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**For more information on any of these issues please call (909) 484-9765 ext. 26**
Room Service at The Disneyland Hotel

by Joe Lyons

Believe it or not, the Disneyland Hotel has only recently been owned by DisneyLand. When the park first opened in the 50s, Walt licensed the name and it ran independently of the Disney company until the 90s. Now, the hotel belongs to the company and the whole package has come together.

The Disneyland Hotel has made a slow-roasted prime rib with a sauce to die for. Dinner in the room began with a salad. The room service is impeccable, both upstairs and at the front counter. There is even toothpaste and a brush, along with the other amenities in the bathroom.

The biggest distraction in the main lobby was a big screen TV where dozens of kids gathered to watch "The Lion King." Stepping on children is frowned upon here. The various restaurants and bars on-site are named after Disney characters, just like the park. The pool in the middle of the complex is shaped like Peter Pan's Never Land. Next to the pool is the Lost Bar.

Many of the individual attendant programs have been successful. It's a great service, though perhaps not a necessity. The association wrote grants to the Riverside County Resource Center; they should carry on this program in about a year, says Strebe.

This project will certainly enhance our overall program, but more importantly, I believe it will enrich the lives of many individuals who have much to offer other people, says Ms. Tadros.

Donations specific to this project can be sent to: Arc Riverside, 813 Main Street, Riverside, CA 92504. For more information, call at 680-3141 or visit their web site at www.ArcRiverside.org.

Claremont Natives Pioneer Restaurant Reservation Web Site

by Erin Bradford

Imagine walking up to one of the most popular restaurants in town and being able to sit down without a wait. Your server comes to the table, and before you say a word, wishes you and your spouse a happy anniversary, and asks if you'd like a particular wine to be sent to your table. Is this too good to be true? Foodline.com makes this dream a reality.

Paul and Deborah Lightfoot, original founders of Foodline.com, founded foodline.com in June 1996. Since then, they have garnered much attention from both restaurants and consumers who use the Web site. Foodline.com Inc., is a telephone and online restaurant guide and reservation network that allows restaurant customers to find and make real time reservations for the most popular restaurants in town.

Currently, the Web site has information about restaurants in more than 20 cities, including New York, Philadelphia, San Francisco, and Los Angeles. They plan to have a database for Los Angeles within the next few months.

"This also gathers personal information from customers, such as birthdays and anniversaries, and can be a great way to book a reservation is made about the occasion. This is a great service, but it has the potential of allowing an understanding of who their customers are," said Catlin Dewe-Sands, account supervisor at Knots

PDCR did not exist.

Arc Riverside also does advocacy on behalf of this population and has educated the local school systems to reduce the incidence of this disabling. Most notable of these efforts is the fact that many Inland Empire schools educate high school students about Fetal Alcohol Syndrome, the number one preventable cause of mental retardation.

Arc Riverside is hopeful that the communities of Western Riverside County will embrace this project and help them, help themselves. "We expect to realize a small profit from this program in about a year," says Strebe.

With so much to see, just in observing the food preparation and the business of running a hotel in a facility that is already up and running, I decided to visit the second night. There was another reason for this. The Cabazon Band of Mission Indians' printing business has been very proud of their new closing fireworks display and I had to say, "righteous." I have heard many things described as synchronized. But this one really is. Lauchings and explosions are timed to music and it fires off just like it is supposed to. Of course, it has all Disney music and the Aladdin song, "A Whole New World," seems to come up a little too much - but the end result is glorious.

The Cabazon Band of Mission Indians and the Coachella Valley Printing Group Inc. have announced a merger of printing operations. The merger provides local citizens and businesses with expanded services in one location.

The Cabazon Band of Mission Indians Reservation is a great place to visit.

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By Joe Lyons

Summer foods are a special treat. Potato salad. Coleslaw. Fried chicken. Hamburgers.
And my personal favorite - corn on the cob.

As with most of these foods, we may agree on the concept, but argue about the exacting methods of preparation. Have beans? Does the barbecue sauce go on during the grilling or after?

Claremont natives... continued from page 47

by Jenson Inc. Paul Lightfoot him- self agrees that the customer track- ing is beneficial to both sides.

Claremont, Paul, who grew up there and went to Claremont High School, said, "It's okay, if you work on it and then re-work it before they put in on the grill. The American Wildermen served the corn with the husks still on, but pulled back with grill marks on the kernels themselves. I never did find out if they prepared it that way or if it was just an affection for presen- tation."

According to the "Grilling for Dummies," only the outer husks should be removed.

The inner ones should be pulled back so that you can remove the silk, then pull the butt end back, wrap them up with kitchen twine and grill for 10 to 15 minutes over medium heat. Next, on the way back from e-mailing me, yes, I use little plastic hold- ers. Many don't, of course, that's another debate for another time.

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Tasting Experiences:
“Compare a white tequila to a ‘rested’ one, and then go on to an aged one. Try to find the cooked and raw agave notes. A great experience is waiting for you! The ideal tempera- ture for tasting is when the tequila has been out of hand’s temperature. The notes will be much nicer.”

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Bullet train... continued from page 6

August to Vegas through Ontario; one from LAX to Las Vegas through San Bernardino and yes, again, a run north from Los Angeles. This would be a glorious run that will take until 2016 to complete.

The price tag for all of this is into the billions—but talk is that long parade of cars down the highway.

Los Angeles Takes Credit... continued from page 6

But, contrary to the news reports, L.A. is not the first city to implement such a program. The San Bernardino Valley Humane Society has been using such chips for nearly eight years, and San Bernardino officials claim that San Francisco introduced the chips some 13 years ago.

The chips themselves are a good idea, if only to prevent those tragic stories of little kids who dug up doggie get to put sleep because in ower couldn’t be found in time. All humane societies and animal shelters have promoted the concept of spaying and neutering pets. Overpopulation of animals and the dispose attitude that many people have to them is a continuing problem. Some animals even get tossed onto highways and the traffic does not yield. Such deeds are tragic. We respect the work that humane societies do to help our furry friends. Still, this kind of reader would be better off, not in competition.

L.A. does not seem to be bragging about being the first in something that it is nearly 15 years late in it. Maybe it was a slow-witted trying to some young public relations rep got carried away and the local news directors did it’s better to hold onto its
The Island Land has had the chip service for over 10 years. Many other cities have used the laughter of clothed techno­ phobes as they whisper, “I told you so.”

If you contemplate a computer screen darkened by yet another story about an animal tossed out onto highways and the...
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| Business to Business Journal is printed on a ton of the business. It should be kept in your business. It is important to check the records during the payment period. If you can’t get a receipt for the cash payment, make a note in your records explaining the payment at the time the payment is made. These are some of the record keeping basics you need to keep your business records in good shape. However, each business is different and may have particular bookkeeping requirements.

Record Keeping...
continued from page 11

financial institutions. These can also include statements created for the business. Such a party, such as a statement showing an electronic funds transfer.

You should also keep your business checkbook in the bank. Check your bank account for any unexplained activity. If you have any questions, please contact them at 909-500-7869.

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Big Bear 2000 Calendar

This calendar of events, August 15-31, is sponsored by Rock & Roll Cream Social, with ice cream recipes and live musical entertainment by the Devil's on August 25. To visit Old Town Temecula, take the 15 Freeway to Old Town; on the Byway South, find the signs leading to Old Town Temecula via Old Town-Front Street. Public parking is free. For more information, call (909) 694-6022.

SALES & MERCHANDISE

Big Bear 2000 Business Development Center is offering a two-day workshop on Marketing Your Business to the Public, August 26-27, from 8 a.m. - 4 p.m. For more information and registration, call the Mt. San Antonio College Business Development Center at (909) 629-2274.

Are you trying to un-stand AB60? This PHRA workshop for owners of small business on August 20 will cover the AB60 regulations including for this $25 workshop, call (909) 780-2212 or (909) 694-6022.

Mergers and acquisitions: The second annual Inland Empire Business Network International, Victor College Small Business Development Center, Thursday, August 10, 6-8 p.m. at the CCHC, Unit 11, 1215 E. Orchard Ave., Banning. For information, call (760) 652-5760 or Inland Empire Business Network International, Victor College Small Business Development Center, Thursday, August 10, 6-8 p.m. at the CCHC, Unit 11, 1215 E. Orchard Ave., Banning. For information, call (760) 652-5760 or 457-1647.

Business Network International, Inland Empire Chapter, Tuesday, August 8, 6:30 p.m. at the Inland Empire Regional Business Center, 2081 E. Main St., Suite 200, Rancho Cucamonga. Contact: Shelly Glink, (909) 471-6147.

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