April 1998

Inland Empire Business Journal

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If You Make Just One Investment, Make It In Yourself.

Naomi Judd

Six Grammy award winner Naomi Judd, along with her daughter, Wynonna (The Judds), were featured for eight consecutive years at all three major country award shows. Their popularity kept them in the public's eye for eight years. The Judds' farewell tour in 1994 gave rise to a new career, as they had a highly successful inspirational and motivational speaker who translates faith and values, humor and common sense into a powerful and unforgettable message.

Carol Channing

She sings. She dances. She’s the “Hello, Dolly” star and one of the legendary musical comedy performers of all time. A star of the stage and screen, Ms. Channing has garnered countless honors including Tony Awards, an Emmy Award, a Golden Globe Award, an Oscar nomination, and was awarded a special Tony Award for Lifetime Achievement. Don’t miss her humorous (and will be unforgettable) upcoming engagement at this Women and Business event.

Dr. Tom Grant

Professionally trained clinical psychologist and pioneer in media psychology, has always been on the cutting edge of talk radio. Her radio career began in 1979, and in 1975, she went on to revolutionize her field with the nation’s first call-in radio program. She provides both clinical and common-sense solutions with compassion while never losing sight of the entertainment value of radio—and it is famous for her phrase, “Life is not a dress rehearsal.”

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- Location: Riverside Convention Center, 1431 Orange Street, Riverside, CA on the front of the Holiday Inn Hotel

**INLAND EMPIRE BUSINESS JOURNAL**

**VOLUME 10, NUMBER 4**

**APRIL 1998**

**AT DEADLINE**

State Board Gives Pay Raises

The Citizens Compensation Commission voted 4-3 late last month to give hefty pay raises to California’s top elected officials. Some raises amount to 34 percent.

The governor’s salary was increased from $131,041 to $165,000, an increase of 26 percent. Others receiving 26 percent raises were members of the state Legislature, whose pay would rise from $76,624 to $99,600.

The pay increases came despite a warning from opponents of “frillworks” from angry voters and state employees.

The raises will take effect Dec. 7, leaving little effect on the salaries of Gov. Pete Wilson and other office holders whose terms end this year and can’t seek re-election. The nonpartisan commission last raised elected officials salaries 4 percent last summer and 5 percent in 1995.

**Inland’s CEO Revives**

Intel Corp., announced last month the resignation of CEO Andrew Grove, a Hungarian immigrant and Holocaust survivor, who was Time magazine’s “Man of the Year” in 1997.

Grove will be succeeded by Craig Barret, 58, the chip maker’s president and chief operating officer. Grove will stay on as chairman, focusing on broader strategic issues.

Riverside Gets Legal Boost

By Matthew Padilla

Like a shot in the arm, downtown Riverside got yet another legal injection when the Family Law Court opened its doors last month.

And two other court buildings are scheduled to open this year, as part of an effort by city leaders to revitalize the once bustling downtown. Politicians call it the “Justice Center” — it being a total of five court buildings either already open or under construction. And one more, a Federal District Courthouse, is nearly guaranteed to be built downtown, according to Riverside Redevelopment Director Robert Wales.

This all means a boost to a renaissance the city leaders say.

Women Tell Why They Start Businesses

Women who are frustrated with their work environment are leaving and starting their own companies, according to a study released by three women’s business organizations.

The study was sponsored by the council, the second most popular — the first was inspiring an entrepreneurial idea. The study, "Paths to Entrepreneurship: New Directions for Women in Business," was released in February by the National Foundation for Women Business Owners (NFWHO), Catalyst and The Committee 200.

Barney sponsored the national survey of 800 women and men business owners.

The study looked at why the number of women-owned businesses in the United States is increasing by nearly twice as fast as the national average, according to NFWHO. The study suggests that women are more successful at starting their own enterprises because they recognize opportunities to implement entrepreneurial ideas or do for themselves what they were doing for others.

San Bernardino County Quits

San Bernardino County decided to throw in the towel after a painful one-year battle against Edwards Theatres to attract visitors to its Ultrascene Theatre in Ontario Mills.

The abysmal attendance finally drove the county to cut a deal that will cost taxpayers an additional $1.7 million. But Edwards Theatres Circuit Inc. will take over the responsibility for repaying $7.4 million in certificates of participation the county issued to finance the project.

**Legislators Form Internet Caucus**

State Sen. John Vacca, and Assemblyman Jim Connors last month announced the formation of the bipartisan, bicameral California Legislature Internet Caucus. The caucus will provide an arena for legislators and the public to develop policies regarding the Internet and related telecommunications technologies.

"California is the incubator of the Internet and many other technologies," said Vacca, D-Silicon Valley. "It is essential we be at the policy forefront of what is becoming the most significant economic, social and political transformation of the 21st century."

A goal of the caucus is to shape public policy policies that ensure California remains the state with the most entrepreneurship, social and political transformation of the 21st century."
Tom Merle

Tom Merle once directed the marketing of 500 acres of land in the Salinas Valley, to the Ontario Mills, where that property was owned by Chevron Land and Development Company.

After Chevron sold the land in 1993, Merle served as the executive director of the Inland Empire Development Institute, a partnership involving the county of San Bernardino and developers to improve the architectural landscape design of the Inland Empire.

The institute held design award competitions, but after Merle left in 1994, he said interest in the institute died.

Merle, 54, returned to his hometown of San Francisco that year and we recently tracked him down to find out what he is doing now.

Q. What did you do after you left the Inland Empire?

A. I returned to San Francisco, which was really my home. I had been living in Claremont, and this was really at the depths of the real estate recession. I chose to start a company that designed guides and tours to the region, in the Bay Area, with emphasis on the wine country.

Q. What did you do after you left the Inland Empire?

A. I was doing a lot of lobbying and jousting about shipping wine to other states, and other states were beginning to understand the regulations that prevented California wine makers from shipping wine to other states. These were being promoted by wholesalers. Regulation of alcohol occurs on a state level. This gave the opening to wholesalers to try to protect direct sales of wine to consumers. Many states now have restrictions on direct sales of wine. Can you name a state?

Q. What is the profit on your end?

A. A lot of work. It is extremely complicated not only to deal with regulation but also the electronics of taking the order. We are still making decisions.
COMMENTARY

/by Timothy Lamer

There are many arguments that can be made against PBS. One is the negative perception of Public Broadcasting, which gives the subject of Public Broadcasting a bad name. PBS has always had the freedom to abandon from subsidizing the speech of others. This argument is made against conservative proposals to have the government fund religion, such as school vouchers.

Recent economics reporting on PBS has made the problem Richman identified all the more apparent. Documentary producer and New York Times reporter Hank Smith's four-part special, "Surviving the Bone Line," repeatedly shows the mantras liberals employ against shareholder capitalism. "It is an institution you can hit with a baseball bat, public broadcasting is free. They can't be hit with such a weapon," said Smith.

In other words, corporate dominance is not the only threat to public broadcasting. Governmental support is the main threat. Yet Smith's report creates enormous new wealth for the already-affluent has deep-pocketed corporate support and is a threat to the public. The state of California is floating 10 million in the 18,000 counties in the state, for the public. Kong's position as director is enough for any one person. For the first time in 1996, it is allowing for political issues to be considered in the same way, can be a real battle in the future. Kong remains so費opted in his role as a key player in the political arena.

King's position as executive director of San Bernardino County Transit Commission (SANBAG) is just one of the many titles Norm King holds, and he is one of those who truly care. "I enjoy the opportunity to work with elected officials and staff, do things that are good for the city, provide a vision and try to see that vision through," Kong said.

A California native and current resident of Moreno Valley, King has been with SANBAG since August 1996 and was appointed to local governments for more than 20 years in the capacity of city manager for Claremont, Palos Verdes and Moreno Valley.

He received his bachelor's degree from Claremont McKenna College and his master's degree from the University of Pennsylvania. The primary function of SANBAG is a joint power authority for the city of San Bernardino County, dealing with county transportation issues. But according to Kong, "SANBAG is used to making that kind of change with a small group of people. One of King's loves is teaching, and to keep the interest of students he uses the research project dealing with transportation." "I try to make them a part of the decisions. We would like to work with employees who is much the same in terms of involvement. He accomplishes this by providing a voice that has been heard and that has been considered by the organization.

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Uncovering the Truths Behind the Numbers

by Jim Toll and Maya Mouawad

The Inland Empire economy is doing well and interest rates are low, but what does that mean to you? For the retail real estate owner or investor, the answer is EVERYTHING.

Employment in Riverside and San Bernardino counties grew by approximately 4.2 percent in 1997, making the Inland Empire the second-fastest growing area in California, following San Jose. Similarly, population growth was rapid last year, adding approximately 65,900 residents to the region. Income growth was moderate last year, however, retail spending was strong, growing approximately 6 percent over 1996. During each of the past two years, average growth in rents and occupancies in neighborhood and community centers has improved by a nominal 3 percent and 1 percent, respectively.

Economic forces such as employment growth and income growth nourish the retail marketplace by increasing the number of consumers and increasing spending drives demand for retail space and pushes rents and occupancies upward. These trends are expected to continue and strengthen in 1998, driving retail spending by another 5 percent upward and vacancies down another percentage point. Consequently, owning a retail store becomes more profitable.

The profitability of real estate is not tied solely to its cash flow. Anticipated increases in equity results from property appreciation also factor into the equation. When making the decision to buy or sell, the cost of financing must be considered, as this will affect the amount of equity investment required. Inexpensive, readily available financing makes properties easier to purchase and allows for greater returns on equity.

The three most important elements of a retail property investment model that graphically resembles a pyramid are: real property costs and consumer buying power are the three angles of the pyramid resting upward, thus absorbing the value gained by increasing rents and decreasing values. The result of increased financing costs is a "funneling" or actual value of an investment property is oftentimes dramatic.

The economic health of the region, the strength of the property's immediate market area, local consumer demographics and the shopping environment are important elements in evaluating a property's value over time. Furthermore, intangible elements are also to be considered.

The often-quote adage about the three most important elements of a successful retail investment Empire where large tracts of land are still available for development and new retail construction is often a threat to established properties.

In addition to direct competition increases in the design of school is a major threat to a property's value over time. Furthermore, intangible elements are also to be considered.

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INLAND EMPIRE BUSINESS JOURNAL
April 1998

PEOPLE, PLACES AND EVENTS

Lee & Associates Makes Staff Changes to Ontario Office
Jeff Smith and Donald Kazanjian recently joined the Ontario office of Lee & Associates Commercial Real Estate Services. Smith comes from the company's City of Industry office and is a senior associate. He specializes in the sale and leasing of industrial property with particular emphasis on marketing and distribution facilities.

Kazanjian came to Lee & Associates after 13 years at Cashman & Wakeler's Ontario office. In 1997 he engineered 34 major sales and lease transactions totaling more than 2.1 million square feet of warehouse and distribution facilities.

A specialist in industrial real

estate as a result of increasing activity, market share and office growth," said David Moore, vice president and manager of the company's California office.

The multi-story building, which is located along the hospitality corridor, will make the Capital Commercial Arrowood Central Credit Union recently purchased the building, through which Capital Commercial will be relocating into the building, becoming the major occupant.

Capital Commercial Real Estate Services Inc. is the exclusive Los Angeles, Sherman, Orange, Riverside and San Bernardino counties affiliate of National American International with 10 offices throughout the five-county greater Los Angeles area.

PFF Affinities VP
PFF Bank & Trust appointed Scott Austin to assistant vice president.

Austin is a 15-year veteran of the banking industry, having served Bank of America in operations and financial services for 13 years.

Before joining PFF, Austin was branch manager at Wells Fargo Bank, where he completed a specialized training program in management. Currently, Austin is branch manager of PFF's branch in Montecito.

UCR Campus Relations Chief Named ACE Fellow
Program President Jacqueline M. Minton, assistant vice chancellor for campus relations at the University of California, Riverside, was named a 1998-99 American Council on Education (ACE) Fellow. The prestigious ACE Fellows Program, established in 1965, is designed to strengthen leadership and management in American higher education by identifying and preparing promising faculty, staff members and administrators for upper leadership positions in college and university administration.

Each ACE Fellow focuses on issues of higher education through research, literature and personal observation while supplementing the working with a college or university program at Pacific Western University.

Minton's fellowship will begin in August and extend to January. She has not selected a host institution, according to UCR officials last week.

Minton, one of 34 fellows, plans to examine two issues in depth – ensuring student access, diversity and success, and developing a diversity faculty that best serves an increasingly diverse student body.

Citizens Business Bank Appoints VP
Citizens Business Bank appointed Tom Chapman to vice president and banking officer of its Corona office.

Chapman's professional career continued on Page 13

INTEGRATOR NEWS


Complete California Corporations

You can enjoy the fast and easy way to obtain your new complete corporation including legal forms, all initial filing and mailing fees plus five year resident agent. You can only obtain this quality inclusive corporate package from Laughlin Global Corporate Services. Our staff is highly trained and knowledgeable in their assignments. From filing the articles of incorporation, placing orders and placing orders for services, Laughlin Global Corporate Services is dedicated to meeting the needs of each client. Laughlin Global Corporate Services, Inc.

We have specialized in incorporating businesses to provide our clients with the most cost effective solutions for their business needs. Laughlin Global Corporate Services, Inc.

For only $24.95 a year, you get the most in-depth news in the Inland Empire
Local Geologists Hunt for Gold in Chile

A team of geologists and mining specialists with Medinah Energy Inc. will begin field testing the Santiago Gold Properties in Chile, it was announced last week.

The creators of the concept and its subsequent application in the country, in 1932 the Chamber of Commerce of Los Angeles, California issued a report recommending the implementation of a comprehensive new mining law. The report was widely praised and has historically yielded significant amounts of gold, Jones said. "Based upon positive results, production will begin as soon as possible. In addition, the team will evaluate another possible application of the company's technology that may be targets for diamond mining." The length of the project will depend upon the results of the testing phase. Paul Jones said that the placer persists for many kilometers and has historically yielded significant amounts of gold.

It is optimistic that we will continue the efforts to determine that the properties can be profitably mined, he said.

The interviews will focus on the grounds to contain in excess of 100 million cubic meters of material grading over grade one ounce of gold per cubic meter. Assisting Paul Jones on this project is Donald Jung, mining engineer, and Steven Davis, a consultant directing the field lab placer sampling.

STAR Acquisition

STARC Telecommunications Inc. recently completed its acquisition of privately held T&T Corp., a wholesale international long-distance carrier. In addition, the firm's new office in Denver.

The transaction was accounned for as a pooling of interests and was completed through the issuance of 600,000 shares of STAR common stock to the T&T shareholders.

"We will continue to look for opportunities that benefit the growth of our core business — wholesale international long distance," said Christopher Edgcomb, chairman of the board and CEO of Santa Barbara-based STARC. "As in our other two recently announced acquisitions, T&T operations are complementary to our own and as we immediately reduce our termination costs throughout the Middle East and Africa.

"T&T's one-of-a-kind operations agreements complement our current business and allow us to continue to implement our growth strategy," he added.

As of Dec 31, 1997, T&T had annual revenues in excess of $10 million and total assets of $57 million. T&T serves a large number of international customers through a network of digital switching facilities and undersea fiber optic cable systems.

T-One also has seven operating agreements with countries in the Middle East and Africa. STARC Telecommunications is a multinational long-distance provider offering switched voice services to international and commercial customers throughout the world.

STAR provides international long-distance service through a network of digital switching facilities and undersea fiber optic cable systems. STARC Telecommunications is a multinational long-distance provider offering switched voice services to international and commercial customers throughout the world.

STAR Telekom holds domestic switching facilities in New York, Los Angeles, and San Francisco. The company's network is connected through a network-based by New York-based switching facilities and ownership positions in transatlantic fiber optic cable systems. STARC Telecommunications is a multinational long-distance provider offering switched voice services to international and commercial customers throughout the world.

Tom Chapman was appointed president and chief operating officer of the new company, which will be headquartered in San Bernardino, California. He will be responsible for the day-to-day operation of the company. The company is a $1 billion financial institution headquartered in Los Angeles, California with $969.1 million in assets as of September 30, 1997.

"We are pleased to add Bob to our team," said Robert Bratton, senior vice president. "He brings considerable experience and knowledge of the industry to us in serving the banking community.

Community Bank, a $900 million financial institution headquartered in Pasadena, California, offers a wide range of business services including accounts receivable financing, commercial real estate loans, and commercial and management services tailored to the needs of the client.

PROFIT

Franklin Press Group is owned by John P. Garcia, a 23-year veteran of the financial industry.

The company was established in 1975 and is based in San Francisco, California. The company's primary focus is on the development and management of residential real estate properties.

As of September 30, 1997, the company had $282.5 million in total assets and $282.5 million in shareholders' equity.

What impact will the new minimum wage have on your wage scale?

A. No impact - entry level wages are already higher than $5.75.
B. Technically no impact, however, may make some wage adjustments if a few individuals are part of another category
C. Some impacts - will increase the wages of employees who are below the new minimum wage.
D. Disproportionate impact - will increase the wages of employees who are below the minimum wage.

People, places ...
Walk a Mile in My Performa

The following are a few of the items that sit on my desk alongside my computer.

Global Village Modern
I still need a place that came with my computer. It is slightly larger than a pack of cigarettes and it plugs into the phone jack. There are many brand names and many prices for the latest 50K models. But right now there are not a lot of servers that can input at 50K, so I haven't bothered to replace mine. You may be on a system that requires it. Your personal needs dictate the size and power of your modem.

I use the Global Village system because it is compatible with the Global Village PC card that I plug into my Powerbook 1400 laptop. Compatibility with your other computers, your friends' computers, or your company's other computers, is always an important consideration.

I have mentioned before that the two other fax systems I tried on my laptop didn't work as well as the Global Village system. That's why I'm happy with it. You should note that it not only sends and receives faxes, it also gives me access to America On Line and the Internet. No modem, no e-mail.

Omegia Zip Drive
You may have a Zip or a Jaz or a Supermax. In any event, you must have external storage drives to load your backup onto. Like the Norton Disk Doctor that I wrote about last month, it can save you and your company.

If you do not have a Zip, get one. Copy write has always been you on it. Even copy the programs you don't need and don't use. It is much easier than the "Read Me" files that take up space, or those extra programs that you never use but have to keep. And update your Zip regularly. When your computer crashes, you will be able to someday have an accessible copy of your files if you put them on your Zip. New computers are building them in.

simple scanners can input text-\textregistered and Fax drives to install in laptops like my 1400 and my 5300. They are 70 times faster than flippers and VST should make millions of cts of this. Being able to add Zip tech-\textregistered to your laptop has turned it out to be better than getting another upgrade.

Heavily Packaged DeskWriter 660 C
Your printer must fit your usage. Some printers are barely good enough for a letter. Some can reproduce a photo in graphic detail. All of that you do is to use it. For example, I'm always a 2x3 pair of charts. You could, however, get one that not only prints but also faxes, phones, scans, shreds and makes coffee. Don't get more than you need until you foresee a great new project or the horizon. Even then, you might be better off waiting six months. Prices go down and tech-\textregistered developments I am happy with my 660, except that the print cartridges cost $25 each.

Recieved Amplified Stereo Computer Speaker System
Unless you want to upset the person in the cubicle next to you, a small six-inch-high $25 pair of computer speakers is all you need. If you are playing your new Pearl Jam CD or that "Titanic" sound track, the speakers will give you a sound quality you don't get from the built-ins. The Kabloo sound effects I mentioned in my last column sound better on the external speakers, as does the "Classics for Dummies" CD-ROM series. But your computer is sup-\textregistered posed to be silent anyway, why spend the money. Apple's famous "Scuzzy" speakers don't sound as good as the Global Village system. If you listen to "Titanic" sound, you won't know you've got the bug. After that will come the question of what desktop pattern to put on. What fuzzy animal to set on top of the monitor. Like a kid with his new train, you will be out shopping for new "stuff" on a regular basis.

Scanner
You don't have one. I don't need one. If you're doing graphics or running a program like Photoshop, you need a scanner, and like all the external devices, your needs will dictate what you buy.

In today's competitive job market, proficiency in comput-\textregistered ers is not just a plus but an essential part of one's resume. Frequently, employers say the applicants word that they are competent in a particular program, application, or later discover that it is not the case. If only there existed a reliable test-\textregistered ing program . . .

The Microsoft Corporation, makers of Windows 95, Office 95 and Office 97, has given its stamp of approval on a testing program called the Microsoft Office User Specialist (MOUS) Program. Approximately 90,000 of Fortune 500 compa-\textregistered nies and over 1,000 small businesses. The Microsoft Office User Specialist Program provides a benchmark that validates users proficiency through practical exercises and proves to the employer that an applicant does indeed know a particular Office application.

The benefits of such a program are twofold: for users this specialist designation proves both their competency and can make them more marketable; for busi-\textregistered nesses this provides assurance that the employee does indeed know the application allowing the employer to increase worker productivity by having more proficient employees.

There are tests available for applications like Excel and PowerPoint) and programs like Word, Excel, PowerPoint, Access and Outlook) in both proficient and expert levels. Passing a test at the expert level gives the test taker the title Microsoft Office User Specialist, and passing all nine of the Office 97 tests at the expert level plus an Office Integration test gives the title Office User Expert. Currently, tests are available for Word, Excel and PowerPoint (both Office 95 and 97), but the rest should be available by the end of the second quarter.

In order to pass one of these tests: one must do more than become familiar with the application and preferably has some profession-\textregistered al-level training. When users are comfortable with their knowl-
edge of the application, they can consider taking a test, which costs about $50 and takes about an hour. The tests are all practi-

cal and hands-on in nature, so those that hate multiple choice tests are in luck.

For more information on the MOUS Program, visit the Microsoft web site "www.microsoft.com/office". For information on receiving training in order to prepare for a test, contact the Academy of Computer Technology at (909) 445-1456 or (626) 445-8826.
MGC Offers Residential Phone Package for $15

In a move that could bring the benefits of electricity deregulation to many Southern California residents, MGC Communications Inc. (MGC) announced recently that it is offering a full-service residential phone package called Fabulous 15 for $15 per month.

MGC's new package includes one residential phone line with unlimited local calling, call waiting, call forwarding and three-way calling. For the long-distance portion of the package, MGC is including domestic local and long-distance calling at 10 cents per minute, any time, any day. A one-time bonus of 50 free minutes of domestic long-distance calling is also included.

This is one of the Fabulous 15 package. MGC includes a free test-drive of its voice mail service for six months. After the six-month period the customer can elect to continue the voice mail service at the regular residential rate of $6 per month.

MGC, a Las Vegas-based company with regional headquarters in Walnut, Glendora, Los Angeles, San Gabriel Valley, Atlanta, inaugurated service in Southern California in December, and the company has been expanding operations in Las Vegas and Atlanta, inaugurated service in December, and the board added procedures for resolving billing disputes to Regulation Z.

Seven categories of complaints are being waived for the promotion. "Deregulation of the phone industry now gives consumers their choice in providers and the ability to take advantage of the innovative services and attractive prices that MGC is becoming known for," said Mark Peterman, MGC's western region "Residents of the Inland Empire and the San Gabriel Valley are no longer limited to the old-line telephone company as their only choice," said Peterman.

The company said that MGC is one of only a few companies in the nation that offers discounted local and long-distance calling on one bill and one of the few new competitive telephone companies which have started residential customers, along with small businesses.

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Pacer Acquires Cook Bates

Pacer Technology, owner of such branded consumer products as Super Cép, ZAP and Glue, announced last month that it had acquired certain assets of Cook Bates, a Florida-based manufacturer and marketer of nail clippers, emery boards and other related manicure implements.

Cook Bates is a division of a London International Group Inc.

Cook Bates, founded in 1890, has been a long-standing leader and innovator in the design, manufacturing and marketing of an extensive line of manicure products. These products are marketed under the Cook Bates family of brands, which includes such names as Gem and Mustache. The company holds numerous patents and also licenses other products, including Carex and Cassini and Brut. Cook Bates is also the leading private-label supplier to the professional nail industry.

The all-cash transaction was funded by the company’s existing credit facility. Pacer Technology President and CEO James Dunn said the deal would add approximately $20 million in net revenue to Pacer and contribute positively to the company’s growth on a full-year basis, adjusted to exclude one-time charges related to the acquisition.

Pacer Technology has a long track record of steadily increasing revenues and profitability. Sales have more than doubled since 1992 while operating income has tripled. Pacer’s revenue and earnings growth for the year ended in June 1997 were $25.7 million and $8.3 million, respectively.

"We are delighted to acquire Cook Bates, which was divested by that company’s owner to focus on its core medical and industrial gloves and condom business," Dunn said. "This acquisition greatly expands our presence in the growing nail care market and allows us to focus on the development of our own branded products."

The acquisition significantly expands Pacer’s capabilities in the nail care market and will allow the company to leverage its partnerships with major retailers, which include Wal-Mart, Kmart, Walgreens and Rite Aid.

"We believe there are tremendous synergies in both manufacturing, marketing, and distribution capabilities. "Cook Bates” products are distributed in more than 20,000 outlets, including major discount and drug chains and major grocery chains. These include such customers as Wal-Mart, Kmart, Walgreens and Rite Aid," explained Dunn.

Pacer is a manufacturer and worldwide marketer of advanced technology adhesives, sealants and specialty products in this category of consumer, industrial and automotive applications.

Uncovering the Truths

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by Randy Ringen

"We believe these business opportunities will allow owners or investors to maximize their returns by either continuing to leverage the Inland Empire retail marketplace."

Jen Tal and Maya Moussau are research managers for Marcus & Millichap, a leading real estate investment brokerage company.

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Catalina Cruises: Where the Fun Begins

Located a recreational playground on land or sea, Catalina Cruises offers the perfect escape. Start your island adventure with a relaxing and comfortable ride on Catalina Cruises, conveniently located in downtown Long Beach. Catalina Cruises offers the lowest fares of any transportation service to Catalina Island on large, stable boats. In July, the company will introduce the fastest passenger vessel to Catalina, getting you to the island in less than an hour.

The new, 450-passenger catamaran will feature three decks with indoor, airline-style seating; air-conditioning; snack and beverage hostelers; and a state-of-the-art ride-control system to reduce motion on the water. Upon your arrival in the picturesque island city of Avalon, you will see the beautiful Casino building overlooking the harbor. Many visitors begin their stay with a tour of this historic landmark and its elegant Casino Ballroom and Avalon Theatre.

Next, stroll along the boardwalk to see Avalon's fun shops, or dine in one of its many fine restaurants. Or visit the Wrigley Memorial and Botanical Garden, or tour the Catalina Island Museum. Getting around town is easy because everything in Avalon is a 15-minute walk from the center of town. You can also rent a golf cart for the day, the island’s main mode of transportation.

Golfers will enjoy the newly upgraded, nine-hole course with two sets of tees for 18-hole play and a historic clubhouse — in the 1930s it was the spring-training headquarters for William Wrigley Jr.'s Chicago Cubs.

For birders, there are miles of trails through pristine wilderness and five scenic campgrounds. Walking town is easy because everything in Avalon is a 15-minute walk from the center of town. You can also rent a golf cart for the day, the island’s main mode of transportation.

Golfers will enjoy the newly upgraded, nine-hole course with two sets of tees for 18-hole play and a historic clubhouse — in the 1930s it was the spring-training headquarters for William Wrigley Jr.'s Chicago Cubs.

It's a great way to link business with pleasure," said Tim Lautenbach, executive director of the chamber. The day-long event features groups of four playing on the Arnold Palmer-designed championship course. The tournament will also feature lunch, dinner catered by AppleBees' Neighborhood Bar & Grill, and putting and long-drive events.

Cost for a group of four is $500 and for a single is $150. To register before the April 30 deadline, call (909) 987-1012. Hall said the tournament, which raises money for the chamber, sells out every year and is part of the city's Business Appreciation Week. And he said the chamber welcomes corporate sponsorships.

Empire Lakes General Manager Michael Lautenbach said many professional organizations and businesses choose to have golf tournaments at the Rancho Cucamonga course because it is the best in the Island Empire.

"There are so many fund-raising tournaments out there," Lautenbach said. "Given a choice, you would rather play at a nice, high-end facility where the golfing and the service are excellent." Empire Lakes Golf Course has tournament availability each day of the week, throughout the year. The course hosts such prestigious tournaments as the Junior PGA Championships and Chaffey College Foundation.
Bergen Extends Alliance with Tenet Healthcare

Bergen Brunswig Drug Company, a subsidiary of Bergen Brunswig Corporation, last month announced a four-year agreement with Tenet Healthcare Corporation which extends its current primary vendor relationship into the year 2002.

Tenet Healthcare, headquartered in Santa Barbara, through its subsidiary owns or operates 125 acute-care hospitals and related facilities serving communities in 18 states.

"We are excited to continue in a dynamic partnership with this progressed and respected industry leader," said Brent Martin, president of Bergen Brunswig Drug Company. "Tenet has an innovative spirit and a deep commitment to patient care, and I am pleased to say we share a mutual focus on supply chain management techniques which will ultimately help improve patient services while reducing overall costs."

"In addition, the new agreement, which currently generates revenues of $400 million annually for Bergen, has the potential to significantly increase in value as Tenet continues to grow," Martin said.

Among the innovations Tenet will utilize, according to Doug Sogin, Bergen’s vice president for health systems sales, are Bergen’s proprietary Intelligent Drug Information (IDI) program, which gives hospital pharmacists a comprehensive method for tracking the use of pharmaceuticals as well as a variety of consulting, reimbursement and outsourcing services designed to reduce costs in ambulatory-care pharmacies.

David C. Ricker, Tenet’s vice president of material resource management, commented on the three primary factors which determined Tenet’s decision to extend the current partnership.

"First is the strength of Tenet’s national distribution network," Ricker said. "This is second is a creative portfolio of services, which will assist us in going forward and the third is Bergen’s technology and information management.

Bergen Brunswig Corporation, an Orange-based Fortune 500 company with annualized revenues in excess of $12 billion, is one of the nation’s leading supply chain management companies. In addition to its diversified health-care product offerings, the company offers innovative logistics management programs in pharmaceuticals and medical-surgical supplies to all health-care venues. These programs are designed to help customers grow efficiently, improve revenue streams and further support their focus on patient/consumer care.

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### Nearby Resorts & Vacation Spots

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### Who's Who in the Inland Empire Business

The names of great success stories often stem from the dreams of people who have a commitment to one thing—a cause, a product, an industry, a sport. Each month the Inland Empire Business Journal highlights the people behind the dreams in such fields as banking, low and high technology.

The following is a list of the people selected for this month's profile. Each of these individuals has accomplished something noteworthy in his or her area of expertise.

**Neal A. Perkins**

Neal A. Perkins was 14 when his father, a police officer, launched him in the field of law enforcement. His entrepreneurial spirit led to his involvement in various other successful businesses before he founded Safariland LTD. in 1964.

Perkins was inspired to launch a holster manufacturer's business from his garage in Sierra Madre following his father's request for a custom holster maker. Today, Safariland is a worldwide manufacturer and distributor of law enforcement equipment.

Perkins' company manufactured holsters, but later his "fighting spirit" for semi-automatic pistols incorporated survival gear when he decided he would make their protective gear available to the general public. His business expanded to offer the "7" package in 1969.

Perkins' emphasis on quality and durability led to the creation of a line of high-quality holsters and accessories. Over the years, Safariland has become a leading manufacturer of law enforcement equipment.

Perkins' success in the business world has not been limited to holsters. He has also been involved in various philanthropic efforts, including support for local youth organizations and education.

**Les Richter**

Les Richter is the executive vice president of California Speedway, a two-mile, state-owned, super speedway near Fontana. Richter has been instrumental in the development of California Speedway project and has overseen operations from the demolition of the historic Kaiser Steel Mill, to its transformation into a first-class racing facility, paying the way for the return of professional oval-track auto racing to the Southern California region.

On June 22, 1997, he was selected as the first Grand Marshal for the California 500 presented by NAPA.

Richter's background includes working for an entertainment destination open throughout the year to help stimulate the Southern California economy. He has taken the step toward giving Fairplex, something special to do and see every day of the year.

The horizon is his biggest challenge, a proposal for a $1 billion, year-round entertainment center known as Paradise Park. Richter is leading the charge to bring the center to Fairplex to help stimulate the growth of the annual fair and its downtown events.

**Jim Henwood**

When Jim Henwood accepted the position of president and CEO of the Los Angeles County Fair Association in November 1995, it wasn't for the purpose of simply producing the annual Los Angeles County Fair at the Fairplex in Pomona.

Following the footsteps of predecessor Ralph Hitch, who transformed Fairplex from just a fair and a year-round events center, to an entertainment destination open throughout the year to help stimulate the Southern California economy. Henwood has taken the first step toward giving Fairplex, something special to do and see every day of the year.

On the horizon is his biggest challenge, a proposal for a $1 billion, year-round entertainment center known as Paradise Park. Henwood is leading the charge to bring the center to Fairplex to help stimulate the growth of the annual fair and its downtown events.

**Jon Richter**

A native of Fresno, Richter graduated from Fresno High School, where he served as student body president and captain of the football team. Richter graduated from the University of California, Berkeley, where he was valedictorian of the 1952 graduating class. As an All-American
Barbara S. Hope

Barbara Hope is the executive director of Hope of Ruth, an agency that assists families victimized by domestic violence. House of Ruth is in its 20th year of serving the residents of the east end of Los Angeles County and the west end of San Bernardino County.

Hope has been with the agency for seven years as executive director. During her tenure, the demand for services has increased dramati-

cally. Last year alone, House of Ruth served more than 26,000 individuals.

House of Ruth employs caring individuals who help others through a difficult time — and Hope encourages them.

"It is a joy to work here," Hope said. "The agency has a long history of providing quality domestic violence services, and we are fortunate to have tremendous community support."

It is largely due to Hope's leadership both at home and statewide that House of Ruth was selected as one of 14 domestic violence agencies across the state to become part of the California Department of Health Services' Maternal and Child Health Branch to mentor other shelter-based programs.

Just the fourth paid top executive director of the South Coast Repertory Theater, Hope has been active with several non-profit organizations, including the California Alliance for Hunger, a past member of the board of the Inland Empire Food Bank and a current member of the California Business and Executives Committee of the Coast Repertory Theater.

Barbara Hope has been a vocal advocate for domestic violence awareness and prevention. She has appeared on television and radio news shows, including XTRA and CNN. She has also highlighted the need to address domestic violence and the service House of Ruth provides.

Joseph Brady

Joseph Brady is the president of "The Bradco Companies," a commercial, industrial, and land brokerage company.

The company maintains a large inventory of commercial and industrial buildings for sale/lease, an inventory of commercial and industrial land, and continued from Page 24.

Joseph Brady has worked long and hard for battered women and their children. Before joining the staff of House of Ruth, she served as the Rape Services Coordinator and Public Education Coordinator for the Women's Crisis Center in Newport, Kentucky. Hope also directed the Center for Independent Living in Claremont and served as the Child Abuse Prevention Facilitator for the city of Clarksburg.

Hope adds her own community involvement to further the cause. She is a board member of the California Alliance Against Domestic Violence, a past member of the Maternal and Child Health Branch to mentor other shelter-based programs.

In late 1995, Brady became the first recipient of the Liberation Achievement Award, now known as the Spirit of Freedom Award, given by Freedom Communications Inc. and The Daily Press of Victorville.

In early 1997, Supervisor Kathy Davis appointed Brady as a commissioner to the San Bernardino County Economic Development Commission. Married in 1996 to his wife, Debbie, Brady enjoys golf, traveling and negotiating the next deal.

"The Victor Valley is a great place to live, work and play," Brady said. "In my position I hope to make informed decisions about doing business with your company.

Your company may not have coined the old Irish saying: 'Only time will tell.' But age has made such an adage seem even more true. And for this unique industry, it is time for us to make informed decisions about doing business with you.

Creative Audio Marketing 1-800-747-2562
"Helping people create a better future."

James Mance

A general manager for Santa Clarita-based The Mills Corporation, Mance worked as a retail consultant assisting various development companies with operational issues. Since joining the company as president and group operations manager for The Rouse Company, then directed several shopping centers in the Pacific Northwest valued at more than $650 million and was accountable for budgeting, leasing, accounting and merchandising.

An Ohio State University graduate, Mance earned his bachelor's degree in retailing, and earned an MBA in real estate.

Rich Woodhouse

Rich Woodhouse, longtime Redlands resident, had a dream. And with attention to every aspect of theme park entertainment, he realized that dream in Pharaoh's Lost Kingdom in Redlands, an icon in the amusement industry.

As park manager at a Southern California water park, he honed his skills in all aspects of park management, including budgeting, scheduling, staffing, cash control, security, and more.

"The entire time I was at the helm I envisioned a full-service family entertainment complex that not only offered summer fun but provided a host of amenities during winter months," Woodhouse said.

With that in mind, Woodhouse began to develop his vision for Pharaoh's Lost Kingdom. With marked determination, the general manager saw to every detail of the park's development, from blueprint design to landscape enhancement, creating what has been called the Inland Empire's premier entertainment center.

"Redlands was the most likely home for this unique kind of attraction to come to this part of the Inland Empire area," Woodhouse said. "I had moved to Redlands 20 years earlier to raise my family and I knew there was a market for a quality theme park. My years of experience designing, managing and operating other parks gave me the tools I needed to present a plan to the community.

His strength in design was apparent when Woodhouse was asked by the Imagining Team of Walt Disney World to consult on the develop-

ment of their miniature golf courses. And on the request of the governor of Tahiti, he consulted with Tahiti Airlines to develop recreational facilities for visitors and natives alike.

Woodhouse has written a number of books on family entertainment parks and throughout the United States and internationally. He has written articles for business and industry publications, and speak regularly on the subject of family entertainment parks.
In addition to his public service, Williams has owned and operated a successful mortgage company, real estate brokerage and lounge businesses. Williams retired in 1985 and lived in York, England, returning to the United States in 1990. He relocated to California in 1996.

Prior to being appointed BIA Baldy View Chapter executive officer, Williams served as the association's government affairs director. The BIA of Southern California was incorporated in 1923 and serves its members by providing comprehensive programs as well as valuable publications and resources.

Vera Gold

Hailing from England, she is an executive professional trainer in both the realm of business and the realm of theater. Vera Gold pools insight from these two fields and heads Radio, a financial news radio station. While in her teens, Vera was awarded a scholarship to the Northern College of Commerce in the United Kingdom. After graduating from school, she scored high on the Civil Service Test and received a position as an administrative trainer for the Electricity Generating Board.

Having taken her first steps toward a successful career in higher management, Gold was able to actively pursue her interest in the theater, namely on the concert circuit. She soon came to the attention of the national theater and won a scholarship to the Stage Career Center in London. In addition, Gold is the holder of several beauty pageant titles: Miss Wallsend, Miss Electricity, Holiday Princess Aye, and was a finalist in the British National Queen of the Sun Contest.

After two years of work on television, stage and movies, she married an American entrepreneur and returned to the business world. Following two years working with Pablo Records in Beverly Hills, Gold spent five years working at the Pacific Stock Exchange, where her meeting with her future partner, radio personality Buzz Schwartz, gave birth to Money Radio.

As a president and owner of Money Radio, she developed an idea to utilize radio to provide accurate, unbiased and honest information about investing. Gold has been the driving force behind an idea that has seemed to grow by itself.

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Two people quit, one day to replace them, zero prospects. We have the key.

“Who’s Who in the I.E.”

APRIL 1998

Who’s Who in the I.E.

APRIL 1998

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The Gas Company: Your Energy Services Resource

For more than a century, The Gas Company has been meeting the growing and constantly changing energy needs of Southern California businesses. Over the years, we have amassed a great deal of knowledge and expertise, which we are proud to share with you through a number of special services and programs. Whenever you need information, assistance or expert technical support with your energy-related concerns, turn to the one resource that has always got the job done: The Gas Company.

Whether you worry constantly about your utility bills or never question how high they should be, you may be spending too much of your business' operating budget on energy to run your business. Experts in consumer issues, commerce and the utility industry all agree that your business can stand to save substantially and increase profits through energy efficiency. Not only does an investment in highly efficient equipment impact your profits, it also adds significant value to your business facility.

You may not own the facility where you operate, energy efficiency can still create a competitive advantage for your business.

The road to energy efficiency requires that you make a commitment. A detailed energy efficiency program will help you accomplish all of your goals with fewer obstacles. It is often helpful to conduct an energy audit before you decide how to cut down on your energy use in order to identify the area where you may be wasting money and resources.

Upgrades that are right for your business may be financed through special programs available from energy providers or special loans from the U.S. Small Business Administration. By looking at the right places, your upgrade can be cost effective and result in a fast payback.

Changing your energy use habits does not always take technical expertise. Finding a program that uses less energy and changing your operating procedures are easy enough to do on your own.

No company is too small for The Gas Company to help save you money. If your small business is looking to turn a bigger profit, turn to The Gas Company. You can choose from a wealth of programs and services designed to do everything from lowering your energy costs to providing incentives for energy efficiency upgrades. (Program may end September 1998). We can even customize a program for your specific needs.

The Gas Company’s energy services and programs for small businesses include:


Equipment Options Analysis
Will gas or electric systems work better for your business goals? We can help you find out. Once we determine the right solution, we will provide information on all suppliers that can install and service your new equipment.

Gas Usage History
By plotting your energy history, you’ll have a record of your gas usage. This means you can pinpoint trends and identify opportunities to save money.

Billing Information
We are ready to answer any question about your gas bill. We can even tell you about different billing options that could help you better manage your cash flow.

The Energy Resource Center
This unique center offers complete information about air quality planning and education programs and information on the newest energy-efficient technologies as well as the latest energy-saving programs. It’s also a full-service conference center that can handle up to 500 people. Visit our freeway-close location any time for solutions designed to reduce your operating expenses. For more information, call (562) 803-7500.

The Food Service Equipment Connection
Try your recipes on more than 150 pieces of cooking equipment from over 45 manufacturers at our Energy Resource Center. Using our sophisticated testing system, you can evaluate equipment performance, cooking speed, operating costs and energy consumption — so you can choose the right equipment for your needs.

Commercial Equipment Replacement Program
Increase your cooking or water heating system’s efficiency or replace an old or no longer considered productive system. Our team will help you determine the best course of action for your business and your current goals.

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Small Business Services Get Big Help from Community Colleges
by Roger Harvey

"If Rip Van Winkle awoke today after his long nap, the only thing he would recognize is our education system," said Dr. Robert Pile, vice president of Chaffey College's Center for Economic Development.

When someone that said to Robert Pile, associate vice president of Chaffey College's Center for Economic Development, he took it personally.

"It was a comment made by a College President and CEO Dr. Jerry Young is probably walking further and faster than the traditional model of education than any other college president in the country," Pile said. "I am privileged to be working for him."

Pile asks, "What is more important, the process or the product?" The traditional approach to education is process heavy with four years of credits that are rarely used or considered important in the work force. Curriculum and programs were developed, teachers trained and boundaries defined. Little consideration was given to what businesses said they needed. Even less was a lack of focus on the student as a customer.

"Chaffey College's Center for Economic Development offers a variety of services designed for small businesses to keep your energy use in order to identify the areas where you may be wasting money and resources. Updates that are right for your business may be financed through special programs available from energy providers or special loans from the U.S. Small Business Administration. By looking at the right places, your upgrade can be cost effective and result in a fast payback."

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Such as: bumper s, fenders and� un d the country have taken think some investment groups Hogarty, very mg services to small business, the SBDC program.

Forbes CEO said Charles J. Anderson said "Just in a way that we're involved Keystone's management centers and 1/3 million revenues of 2,1 million—were involved in running our business. They feel Keystone's involvement is critical for success," Anderson said. "We're going to know whether you're on track or not. Anderson offers the following suggestions of steps you might follow in preparing your first company or are five years into your first business. They face the question: "Do I need a business plan?" Absolutely," said Sally Anderson, a partner in Ernst & Young's Entrepreneurial Services practice in Riverside. "We've been involved with more than 15 years of experience working with entrepreneurial companies across a variety of industries. Anderson adds she can't stress enough the importance of a well thought-out business plan, especially for a start-up or newly-formed company. "As a planning tool, a business plan is critical for success," Anderson said. "Without one, you're never going to know whether you're on track or not."

Keystone Automotive Industries, Inc., were the only Inland Empire companies named to the list of 200 best small businesses published by Forbes magazine in November 1997. "The Forbes article has been very positive," said Charles J. Hogarty, CEO of Keystone. "I think some investment group around the country have taken note of that." Hogarty, based in Pomona, distributes independently produced crash parts such as bumpers, fenders and windshields, that are damaged in a collision. These generic alternatives can save consumers and insurance companies thirty to forty percent off of what they would pay for originals, according to Hogarty. "The CEO feels Keystone's success is logical. "I don't know if there is a secret to our success," Hogarty said, "just that we've been here a long time — we're involved in a niche business." One high-profile element of Keystone's success has been its business. "We are more successful in being a government document, the company of May's Special Supplement. Advertise your services in the Inland Empire Business Journal and reach key decision-makers. Publication Date: May 28th, 1998 Issue Closes: Apr. 20 Ext. 21 or 26
NFIB Calls for Defense of ‘Anti-Business’ Legislation

The following report was provided to the National Federation of Independent Business.

The National Federation of Independent Business (NFIB) has called for the defense of the Anti-Business Act to NFIB California director.

The report states: "NFIB California director has reported that wage rates and benefits for independent contractors (ICs) have increased by approximately 20% since the passage of the Anti-Business Act of 1997. This legislation is intended to protect the interests of businesses from undue hardship in employment decisions, which is a concern for NFIB members. The report includes a list of recommendations for how to address the issue, including the following:

- Increase the wage rate for ICs.
- Reform the Anti-Business Act to better protect businesses.
- Provide incentives for businesses to hire ICs.
- Conduct a cost-benefit analysis of the Anti-Business Act.

The report concludes that the Anti-Business Act is a concern for NFIB members and that a solution to the issue is needed to protect the interests of businesses.

In addition to the recommendations, the report highlights the following:

- The Anti-Business Act has increased the wage rate for ICs.
- The Anti-Business Act has increased the cost of doing business for ICs.
- The Anti-Business Act has affected the ability of businesses to hire ICs.

The report is available for NFIB members to access and read. The report is titled "The Impact of the Anti-Business Act on Independent Contractors" and is available for download on the NFIB website.

The report also includes a list of NFIB members who have been affected by the Anti-Business Act. The list includes members from various industries and locations, including:

- A member from a manufacturing company in Los Angeles.
- A member from a construction company in San Francisco.
- A member from a technology company in San Diego.
- A member from a food service company in Sacramento.

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Meeting Facilities

Fairplex enjoys long history with community

Fairplex is a major supporter of the Inter-City Volunteers, a Pomona-based organization that provides food and gifts to underprivileged families in the Inland Valley during the holidays and throughout the year. Dairy products from the Fair's annual competition are donated to the Inter-City Volunteers, and in 1993, the Association teamed with Maxwell House Coffee to provide coffee to underserved families.

Fairplex employees have participated in the national Christmas in April program since 1993, helping to renovate homes of the poor, elderly, or disabled in Pomona. Employees also contribute annually to the United Way, and they participate in the American Red Cross Blood Drive, which is held each year at Fairplex.

Children are important to the Fair Association, not just through the special programs for youngsters held at the fair each year, but at the nationally-recognized child development center located at Fairplex. Fairplex has "adopted" Yorba Linda Elementary School and hosted children, teachers, and administration at the fair and other events throughout the year. The Pomona Unified School District partners with the Fair Association to present Camp Fairplex, a summer camp at Fairplex for school-aged youngsters.

The fair recognizes what's right of our Inland Empire.

The fair offers incentives for school-aged children to read library books during the summer, and they are rewarded with carnivals ride tickets based on the number of books they read. Classes of students from kindergarten through high school have participated in the fair's Morning Madness school programs, which combines education and entertainment. Groups are treated to a 30-minute program and are then escorted to various educational departments at the fair, where they learn about such things as livestock, agriculture, horticulture, bees and honey, gems and minerals, fine arts and much more.

The fair also sponsors a program through the fair and other events throughout the year. The Pomona Valley Hospital Medical Center.

Fairplex has "adopted" Yorba Linda Elementary School and hosted children, teachers, and administration at the fair and other events throughout the year. The Pomona Unified School District partners with the Fair Association to present Camp Fairplex, a summer camp at Fairplex for school-aged youngsters.

The fair recognizes what's right of its local communities with special programs designed to salutate its neighboring cities, counties and other significant communities are honored, and each city's dignitaries, local talent, youth and special heroes will be spotlighted.

The fair sponsored a new banner program in 1997 in which local businesses, clubs, organizations, families, and individuals could have their names on souvenir fair banners which were displayed on light poles in local communities. The program's popularity was overwhelming, and community members will again be able to be part of the fun this year.

Fairplex Association activities generate more than $250 million in annual economic impact to the local communities and the region. More than 5,000 people are on the Fairplex payroll during the annual fair, and total employment during that period reaches nearly 10,000 each year, including entertainers, contractors, vendors, exhibitors and participants.

Business at Fairplex generates more than $250 million in sales taxes and fees to the city of Pomona and other communities. The Fair Association and its related businesses pay nearly $2 million to Pomona each year. In addition, the Association pays for all city services at Fairplex events.

When the first Los Angeles County Fair was held in 1922 in Pomona, it was done so with the purpose of showcasing the very best of what the community had to offer. People visited the fair every September to see the finest in agriculture and livestock, stock through blue ribbon winners and preview the latest innovations.

Over the past 75 years, the fair has grown, and now Fairplex is home to more than 300 events every year. As Fairplex has developed over the years, the Fair Association's tradition of being a focal point for the community has carried on and grown.

While the Fair Association makes donations to various community organizations, it does more than simply write checks. Donations provide award-winning wines from its prestigious annual wine competition to benefit community organizations, it does more than simply write checks. Donations provide award-winning wines from its prestigious annual wine competition to benefit community organizations.

Experience Fairplex See what Southern California's most Unique Destination can do for you

- More than 250,000 square feet of versatile trade show/meet/hall space
- A first class on-site Sheraton Hotel
- Well-deserved reputation for outstanding customer service
- Ideal Southern California location
- Ontario International Airport just miles away
- Climate-Southern California perfect
- Nearby shopping, dining, amusement, historic sites and nightlife

Exposition Complex Sheraton Suites Fairplex Hotel! Call Deed Lents for more information: (909)395-4041 P.O. Box 2350, 1101 W. McKinley Avenue Pomona, CA 91769-2250 Fax: (909)365-1481 http://www.fairplex.com

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Tuesday afternoon talk show, "Southern Exposure," on KPDX-TV (Ch. 30). He is also a monthly contributor to the Inland Empire Business Journal. He belongs to the Orange County Chamber of Commerce and The Rancho Cucamonga Host Lions Club. He is also the president of the Inland Empire Ad Club.

Carl M. Dameron

Carl M. Dameron has earned a degree in communications from California State Polytechnic University, Pomona, with an emphasis in radio, television and news public relations efforts have helped earn him a 98 percent placement rate for news stories submitted to television, radio, newspapers and magazines since 1989, according to company officials. This success rate has been accomplished for clients in a variety of different fields, including: government, nonprofit organizations, hospitals, medical-surgery, psychiatry, manufacturing, real estate, automotive, retail and industrial accounts, Dameron said. His firm produces successful campaigns for clients. For example, the company conducted a public information campaign for California Portland Cement Company's (CPC) Coltson Plant. The communications firm worked with the community to tell them about the plant. The goal was to remind local citizens that the plant exists and of its benefits to the community.

One effort in this campaign was the rededication of a bridge in Bakersfield, California, in August 1993. In July 1995, he became the commander of operations group at the Combat Maneuver Training Center in Hohenfels, Germany. In May 1996, he was assigned as the assistant division (M) at Fort Hood, Texas. Finally, in June 1997, General Cash became the 11th commanding general of the National Training Center and Fort Irwin.

General Cash's awards and decorations include the Legion of Merit, the Bronze Star, the Meritorious Service Medal, the Army Commendation Medal and the Armed Forces Expeditionary Medal. He has been awarded the Expert Infantryman's Badge and the Senior Parachutist Badge.

Mary Boyce

Mary E. Boyce has been named dean of Whithead College at the University of Redlands. Whithead College offers undergraduate and graduate degrees to working adults throughout Southern California. Whithead also administers the University's Education Department, with programs in teacher education, administration and counseling.

Boyle joined the faculty of Whithead's Department of Management and Business in 1990. She served as serving dean of the college for the past year and was chosen to fill the position following a nationwide search. Boyle received her bachelor's degree in human services from the University of Tennessee and her master's degree in social science from Arizona Pacific University.

Mary has been praised across the campus and in the community for her exceptional organizational and management skills," said President James Appel. "She is ideal- ly suited to lead Whithead during what is a dynamic and challenging era for adult education. Adult stu- dents require mar- ketable and convenient programs. Redlands adds to this mix the quality of education a highly respected, accredited university."

Boyce received her degree in human and organizational systems at the Fielding Institute in Santa Barbara and served on the administrations of Chapman College and Western California Lutheran University in Thousand Oaks and Arizona Pacific University in Arizona prior to accepting an appointment at Redlands in 1996. She has been active in campus and professional activities, serving as a faculty fellow in the Future Project, funded by the James Irvine Foundation, and as a member of the Substantive Change and Off-campus Program Committee of the Western Association of Schools and Colleges.

Boyce said she is focusing on curricular needs of working adults and their employers in Southern California. Whithead also offers a failure to graduate program, which has grown 80 percent in the past five years as the demand for teachers has grown in California. "I look forward to working with the business community in Orange County and the content of education employers need today," says Boyle. "Where does the need for technical knowledge end and the need for thinking skills begin? Today's adult students need a fine balance of education."

Boyce received her bachelor's degree in human services from the University of Tennessee and her master's degree in social science from Arizona Pacific University. The University of Redlands is a private lib-
Sanwa Offers ‘Investment Management for the Masses’

In what may be the harbinger of a tool financial institutions will begin using to win back customers they have lost to discount brokerage firms, Sanwa Bank California last month said it was launching what is called its “investment management for the masses.”

One of only a few banks nationwide to offer “active asset allocation” in connection with its own family of proprietary mutual funds, as well as several Dreyfus funds, Sanwa officials believe their new program will be copied by other banks throughout the country. In test marketing, the product has climbed to the top of Sanwa’s investment product sales list.

“We believe this is a trend financial services companies—those that have struggled to achieve their investment sales goals,” said Sanwa’s Richard Weiss, senior vice president and chief investment officer.

Before Safari, Ross worked for Aedel Palmer for nine years and then founded Lynn Golf Club. He ran Lynn as its president until 1980.

The successful Inland Empire businessman was born in Latrobe, PA. Over the years, he has honored his philosophy. “I believe that a person becomes what he thinks about,” Ross said. “If he thinks about nothing, that’s what he becomes. If he thinks all the time about his business, he will be successful.”

And Ross has been successful, winning the Entrepreneur of the Year award in 1993 in the master category for the Inland Empire.

In addition to running his business, Ross enjoys golf and play in its president until 1986.

In 1982, he adopted construction of the newly purchased Mission Hills Country Club. In 1982, he was named project director and he is now expected to include the responsibilities of the real estate activities at Mission Hills.

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foreign affairs, Ross launched The Eureka Funds, its first family of proprietary mutual funds, in February 1985 with $600 million under a newly revised state regulation that allows banks to convert existing common and collective trusts, which pool individual and institutional investments, into public mutual funds on a tax-free basis.

“Leave it up to the consumer to determine where and when their investments will be allocated,” said Weiss. “Before that, the consumer is locked into the fund. In other words, mutual funds, in most cases, aren’t bought, they’re sold by commissions.”

Our Partnership Banking® philosophy is a commitment to your success. Our business bankers are hands-on professionals with experience and authority to provide you with the financial services you and your business need to prosper.

Commentary...

Looking for a New Business Partner?

Restaurant & Banquet Center 670 N. Kendall Dr., San Bernadino (909) 881-1502 Banquets 7 Days a Week Restaurant Tues-Sun 4:00 - 10:00 P.M. Sunday 12:00 - 9:00 P.M. Elegant Dining - Spectacular View

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### Top Travel Agencies

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<tr>
<td>American Safari</td>
<td>6290 E. 7th Ave., Fontana, CA 92335</td>
<td>(909) 358-2858</td>
<td>(909) 358-2858</td>
<td><a href="http://www.americansafari.com">www.americansafari.com</a></td>
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<tr>
<td>Auburn Travel</td>
<td>403 E. Foothill Blvd., Ontario, CA 91761</td>
<td>(909) 930-6195</td>
<td>(909) 930-6195</td>
<td><a href="http://www.auburntravel.com">www.auburntravel.com</a></td>
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<tr>
<td>Aurore Travel</td>
<td>1327 E. Arrow Hwy., Glendora, CA 91740</td>
<td>(626) 815-8150</td>
<td>(626) 815-8150</td>
<td><a href="http://www.auroretravel.com">www.auroretravel.com</a></td>
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<tr>
<td>Budget Travel</td>
<td>1655 S. Maple Ave., San Dimas, CA 91773</td>
<td>(909) 395-3950</td>
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<td>Budget Travel</td>
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### Ultra Shield Products

Ultra Shield Products International Inc. announced late last month a major agreement with Caterpillar, Inc. to develop and reduce the losses for the year ended Dec. 31, 1997.

Revenues for the fiscal year ended Dec. 31, 1997, increased by 22% or $2.2 million, up 1.16% from the $184.245 million reported in 1996. Losses were 19.7 million, 26.8% of the 1996 fiscal year. Losses were $31.549, twenty six percent from the $1.1 million reported in 1996. Per share losses fell 54% to 4.5 cents per share, compared with 10.2 cents per share for the previous year.

For the fourth quarter, revenues were $66.715, 9.5% percent from $63.637 in 1996’s fourth quarter. Profits were $8.006, up 102 percent from the loss of $482.916 recorded in 1996’s fourth quarter.

T.W. Rutherford, the company’s president and CEO, said the 12-fold sales increase reflects strong demand by fast-food restaurants for the company’s line of proprietary “environmentally preferred” specialty chemical products and high-tech Blend Center, Sink Mat and Dial-A-Blend dispensers/proportioners that improve worker productivity.

Ultra Shield is the fast food cleaning part of business. Rutherford said. “Our products perform better and save our customers up to 50 percent in costs while being safe for the environment.”

Rutherford explained, “Ultra Shield manufactures a broad line of water-based products to clean, deodorize, degraze, dishwash and wash dishes. The company has installed more than 3,000 Blend Center dispensers at franchises of Taco Bell, Little Caesars Pizza, Taco Bell, Mexican Fried Chicken, Jack in the Box, A&W Root Beer, Dairy Queen, Dunkin’ Donuts, TCBY Yogurt, Domino’s, Papa Johns and Pizza Hut.

Rutherford said that several additional national distribution agreements are under negotiation and are expected to be signed soon. Ultra Shield products are also used in the following franchise networks: American, American West, Hump, Aeroseal, Lockheed, Universal & MGM picture studios, Long’s Drug Stores, independent Texas Aircraft, Motel Shell, and 5,500 locations of federal government agencies.

The company’s cleaning products are 100 percent biodegradable and virtually nonfuming. Ultra Shield’s Cleaner Concentrate has also been certified as a clean air solvent by the California Air Quality Management District and is the only product to qualify for clean air, water and soil. “This certification has opened the floodgates for industrial, commercial, pastoral and institutional sales as the only replacement chemical for petroleum-based solvents,” Rutherford said.
Airlines Serving the Inland Empire

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<td>Economy</td>
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<td>1276</td>
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<td>Economy</td>
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<tr>
<td>AMERICA WEST</td>
<td>PHOENIX</td>
<td>528</td>
<td>1</td>
<td>Economy</td>
<td>800-433-7303</td>
</tr>
</tbody>
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**Legislators Form...**

**Vaccines.**

"The Internet is fundamentally changing the way we communicate, learn, conduct business, and entertain," said Cunneen (R-Cupertino). "Every day the number of changes is increasing, as more and more people add material, build faster computers, devise cheaper means of electronic storage, create improved software, and develop more capable communications." Cunneen added that the policy debate surrounding the Internet is extremely fluid because the field is so new.

"Our caucus seeks to educate legislators, build consensus and pressure the Legislature as we grapple with extraordinarily complex, shifting technology-driven policies," Cunneen explained.

Because of the extraordinary complexity presented by the Internet, and a cascading wealth of international cyber forum of policy makers,

Palm Springs Honors Magazine

Palm Springs Life is the highly recognizable city magazine available on newsstands throughout the United States.

The important thing is that the people at the time when the law was decided to mark the 40th anniversary.

To honor in many years of dedication to their efforts of the Palm Springs life story, the city of Palm Springs proclaimed the first "Palm Springs Life Month." The promotion of the formal proclamation signed by Mayor Will KLOUDEN, comes at a time when the people see it as the birth of the acquisition.

Klouden, as the mayor of Palm Springs, said today's Palm Springs Life, with its thick bookshelves of colorful advert banners, is "not just because of the information. It is a far cry from the first 12-page version, which rolled off the presses in 1958. The magazine struggled for years before its founding editor, John Cunneen, won the support of local and state governments from levyings and federal government assistance to local and state governments. This bill would provide for the issuance of

SB 1148 (Pace) Internet communications

This bill would require the Public Utilities Commission to adopt policies and develop incentives to increase the speed, capacity, and bandwidth of the Internet. (Senate Energy, Utilities and Communications Committee set for 4/14/98)

SB 2150 (Waters) Next generation telecommunications

This bill would establish the California High Technology Task Force with duties including developing a state plan for information infrastructure, holding hearings and taking testimony from all affected parties to make policy recommendations that promote rapid, nondiscriminatory growth of competition on the Internet, and examining regulatory barriers to the Integrated Switched Digital Network home box and other digital consumer services. (Assembly Consumer Protection, Government Efficiency and Economic Development Committee set for 3/23/98)

**Education**

**SB 509 (Apert) Library of California Act**

This bill would segment services to local libraries and establish regional library networks. (Assembly Education Committee)

**AB 241 (Beall) Educational Technology Infrastructure Bond Act**

Upon approval by the voters, this bill would provide for the issuance of $200 million in state general obligation bonds to provide grants to school districts and public higher education institutions to install wiring and cabling, to establish building support technology infrastructures, to add acceptable power sources, and to buy telecommunications and computer equipment. (Senate Education Committee)

**AB 1652 (Tourney) California Technology Assistance Project**

This bill would require the Superintendent of Public Instruction to establish the California Technology Assistance Program, which would administer regional consortia, develop technological services, and schools and school districts on the implementation of education technology and provide leadership and support activities for schools districts and county office of education to meet local technology-based needs. (Assembly Appropriations Committee)

**AB 1793 (Kleisner) Libraries: harmful matter**

This bill would require every public library that receives state funds and that provides public access to the Internet to adopt a policy regarding access to harmful matter on the Internet by minors and to post a copy of the policy near each library computer terminal. (Assembly Education Committee)

**AB 2150 (Frasca) Libraries: pornography**

This bill would require that every computer at a public elementary or secondary school that may be used by a pupil and that has access to the Internet or an online service have an operational parental control device. (Assembly Education Committee)

**Internet Law**

This bill would require the public Utilities Commission to increase the speed, capacity, and bandwidth of the Internet. (Senate Energy, Utilities and Communications Committee set for 3/11/98)

**Taxes**

**SCA 18 (Manning) Prohibiting Internet taxation**

This measure would prohibit the state and local governments from levying any tax or fee on the Internet. (Senate Revenue & Taxation Committee set for 3/22/98)

This bill would prohibit a public library that provides public access to the Internet from collecting a fee on the Internet, on any interactive computer services, or on their use. (Senate Revenue & Taxation Committee)

**SB 2221 (McEachen) Tax credits for surfing and filtering software.**

This bill would, among other things, increase the amount that an Internet service provider may deduct for the purchase and installation of filtering or screening software. (Assembly Revenue & Taxation Committee)

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**Keystone...**

continued from Page 32

For a related story on Watson Pharmaceuticals, see page 37.

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**APRIL 1998**

**Internet Legislation**

(Prepared by the Senate Office of Research, as of 2/23/98)

The following is a sampling of Internet-related bills introduced into the state Legislature.

**Infrastructure**

**SB 1148 (Pace) Telecommunications**

This bill would express legislative filings regarding the need for competitive intrastate interexchange telecommunications services and high-speed digital telecommunications services. (Assembly Energy, Utilities and Communications Committee set for 4/14/98)

**SB 1336 (Johnasens) Statewide information system**

This bill would require the Department of Information Technology to conduct a study, including a cost-benefit analy-

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**Keystone...**

continued from Page 32 for company for 35 years. A lot of our people have grown up with this company. We have a close knit group of people that have been here a very long time and work very well together. This indicates we value our employees very highly.

"It's a steady growing industry, we believe that the OEMs [original equipment manufacturer] still have 80 percent market share, so there is still a tremendously large market out there for us to continue to take our share of the revenue. This year's revenue is somewhere around $250 million. We expect to be $300 to $400 million company here in the next couple years."

Hagerty also feels Keystone plays a part in helping consumers keep insurance costs down. "Everybody is concerned about insurance premiums being so high. There's no way you're going to get insurance premiums down unless there's some sort of cost savings to go along with it."

"Oh well, let's make the insurance companies reduce their premiums to what it isn't going to happen, as we know from the propositions that passed out here a few years ago."

"You've got to have cost reduction and parts are a major portion ... If you can reduce parts' prices by 30 to 35 percent, it can have an impact on the total collision repair and therefore the insurance, therefore ultimately the premiums, so that's the reason the business has potential to grow."

For a related story on Watson Pharmaceuticals, see page 37.
TRANSPORTATION

Major Regional Transportation Bill Unveiled in Congress

A transportation bill introduced recently to Congress includes more than $100 million in improvements to regional roads and bridges.

"This is the most positive program we could have imagined," said Norm King, executive director of San Bernardino Associated Governments (SANBAG).

King and a group of local business leaders met with federal officials regarding the bill, which would affect Ontario, Caledon, Fontana, and other area cities.

SANBAG director praised the bill, saying it "will dominate the area's economy as well as growth. The result: congestion that will not experience the same rate of job growth. The transportation plan (RTP), indicates another bleak future projections, forecast increased congestion around the airport."

In 1996, the airport surpassed the 1 million annual passenger mark for the first time. A total of 1,115,531 passengers were served. However, records are made to be broken, which is exactly what happened in 1997, as 1,179,405 passengers utilized the terminal facilities. And based on increased passenger traffic figures for the first quarter of 1997, the current record is set to fall once again. Passenger totals will approach and possibly surpass 1,200,000 this year.

In 1997, through the never-ending efforts of the locally funded Airline Service Committee, additional air service was realized through existing airlines such as Alaska, which is operating more flights than ever before. American West reinstated jet service to Phoenix after a seven-year absence. United reinstated nonstop Chicago service, and Trans World Airlines (TWA) returned after a six-year absence with nonstop service to St. Louis.

The Future of Transportation in San Bernardino County

by Norman R. King, SANBAG Executive Director

New highway construction and improved long-range mobility solutions, goods movement, and increased regional cooperation will dominate San Bernardino Associated Governments (SANBAG) agenda as the Inland Empire prepares to handle heavy congestion projections.

Future congestion projections, forecast in the Southern California Associated Governments (SCAG) Regional Transportation Plan (RTP), indicate a bleak forecast for the year 2020. An additional 6.7 million people will be living in the Southern California region, and another 4 million jobs will be created. Unfortunately, areas posed for the greatest population change will not experience the same rate of job growth. The result: congestion that will dominate the area's economy as well as goods movement.

Goods movement impacts the importance of goods movement to the area's economy as well as related congestion and air pollution impacts remain high on SANBAG's agenda. Interstates 10 and 15 rank among the nation's most rapidly growing freeways. Future construction of the Altamont Pass and California's Pacific coast trade will continue to attract new trucking firms and new regional distribution facilities to the Inland Empire.

SANBAG has commissioned a goods movement study on the Inland Corridor which will address grade railroad crossing conflicts and delays, capacity and design issues arising from increased truck activity and economic opportunities arising in the Inland area from increased intermodal activity.

Increased regional cooperation is the new paradigm for intergovernmental/legislative affairs. Eric Haley, has just been appointed executive director of Riverside County Transportation Commission (RCTC), our sister agency in Riverside County. We will use Eric to build a closer cooperation with our RCTC neighbor. Our two counties, which comprise the Inland Empire, will work together to include two growing urban desert areas, have a larger population than Orange County. With the support of our respective boards, Eric and I intend to exploit opportunities for joint legislative and planning efforts in the future.

Help from our congressmen

Good news. Congress, it seems, is now ready to begin serious consideration of the federal gas tax, which has been building up in the highway trust fund. Our three congressmen, Jerry Lewis, George Brown, and Jay Kim, have had unprecedented success in capturing a significant portion of the new funding. More than $100 million in new funds is earmarked for projects in our cities in San Bernardino County. We owe our congressmen and their staffs a great big thanks for their efforts.

New SANBAG authority

In addition, recent changes in state transportation funding give the SANBAG board greater authority to authorize construction projects. Though still tentative, it appears SANBAG's full construction program can be financed from various funding sources over the next few years. Key projects include the widening of I-15 between Victorville and Barstow, construction of truck climbing lanes through the Cajon Pass (I-15) and extension of Route 30 with additional future state funding, improvements to I-215 at Barstow, improvements in I-58, the addition of truck climbing lanes on I-10, and improvements to key interchanges along I-10.

Long-term solutions

In spite of increased state and federal allocations, it is clear that the bill does not have allocated funds for projects which are complete, such as Route 71, or which are under construction, such as Route 30.

Under the current program, cities in San Bernardino County will ultimately receive $304 million for local improvements. Without an extension of the measure, which may require approval by two-thirds of the county's voters, additional state funded projects could be jeopardized.

Mayor Al Landers of Perris didn't have a survey to tell him that too many people in Riverside County commute too far often.

"That's the one biggest things I heard last year when I was going door-to-door during my election," Landers said. "It seemed that every other house we visited had a person commuting to San Diego or Orange County or Los Angeles. People want jobs closer to home."

That is why the new industrial business park in the Temecula Valley, Winchester Commerce Center, is so important to political leaders like Landers and County Supervisor James Venable.

"Riverside County needs a stronger industrial base. As we develop these better kinds of jobs, we'll see more prices, more homes, more traffic and recovery and even our freeways clear up some because people will be driving less to work," Landers said.

The Winchester Commerce Center is a 350-acre industrial business park in the Temecula Valley. The closest such center to Interstate 15 and 215, the last high-speed toll roads for commuters from one to 17 acres of land for making anything from surfboards to backboards in a campus-like setting.

Recently, Hydro-Flowl was the first manufacturer to start production at Winchester. The company makes water purification equipment and employs 150 people.

"A company like Hydro-Flowl could have located anywhere," saidpictured National director of marketing for Winchester. "So we have to be competitive not just in the cost of land, transportation continued on Page 48
Inland Empire Business Journal

Answer to Freeway Congestion?

Continued from Page 47

and labor, but also in amenities. "That's why our business park is master planned and includes the riverfront amenities — the quality of life and in out of doors. Our clients often have riverfront structure and support services are among the most important assets of our company," California. We know what it takes to make a successful manufacturing, and we are here to help provide it."

Nellis and other business and political leaders point to cooperation from Riverside County as one of the reasons that so many companies are relocating to Riverside, Winchester and other parts of the Inland Empire.

"Politics all over talk a good game about economic development," said State Senator Darnall, president of the Community College System of California, a real estate and economic development firm that is assisting with the operation of the Winchester Community College and is real estate firm that is assisting with the operation of the community college of the region.

"We have some leadership that is bringing in jobs to this area, land in Winchester goes for under $5 a square foot. They have sold this company with $14 to $16 a square foot," said former City of Orange County, Los Angeles and San Diego. "We have managed to keep our property costs down, and that is why we attract companies," said City 200, $2 billion-a-year company - a company that sold on the New York Stock Exchange.

The study looked at major companies such as Sage and Pulte as major contributors to this area. In Winchester, there is no major company that the market is in a major market. This is the point, said Mayor Landers, rather than expecting to be am one of the beneficiaries of the employees at the site. "And the people we have are the employees that we work with," the study said, "and the employees that we work with are the people of the area."

Residents of Perris and other cities such as Temecula, Murrieta, and Moreno Valley are just some of the workers who live within 30 minutes of the location. Many of whom would seek work for less if they could find a job closer to home, a recent study said.

"No one in Perris or anywhere in Riverside likes to travel to Connecticut in their free time," said Mayor Landers, "and too many of our people do. We're ready for a change."

Sanwa Offers 'Investment'... continued from Page 47

Sanwa, which manages $2 billion in personal and institutional investments, has been making investments for about 1 year. Sanwa's innovative fee schedule for the active asset allocation program consists of an initial assessment as it is on size of the account or the size of the new account. In full, it can be as low as half as much as mutual fund investment firms or brokerage companies.

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April 1998

Study Lists Complaints Over Digital Cameras

April 1998

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Eagle Hardware Coming to Chino Hills

Eagle Hardware and Garden, Inc., a leading operator of home improvement stores, purchased last month an 112,500-square-foot garden and hardware store property - known as Crossroads Marketplace in Chino Hills from Lenner Partners.

Lenner, a California real estate company, developed by Lenner Partners, Crossroads Marketplace is planned as a major 750,000-square-foot retail entertainment center on a 90-acre site.

Eagle Hardware & Garden will build and operate the new retail improvement center comprised of 135,000 square feet of retail selling space and 50,000 square-foot garden center.

The company, headquartered in Remont, Washington, has already received development approval from the city of Chino for the future retail construction is set to begin later this month with completion scheduled for fall 1996.

"Our company has aggressive plans for the Southern California market," said Richard T. Takem, CEO of Eagle Hardware. "This region holds one of the nation's most promising markets, and the Chino Hills location will be our first Inland Empire store."

Eagle Hardware & Garden is a leading operator of retail home improvement centers. Since its founding in 1998, the company has opened retail hardware and garden centers in California, Colorado, Hawaii, Alaska, California, and Washington. Sales and net income for the fiscal year ended January 31, 1998 totaled $271 million.

Eagle Hardware & Garden opened four stores in fiscal 1997 and currently has 19 stores in Southern California fiscal 1998, including a store in La Quinta, which opened in February. La Quinta is the first of several California stores planned for opening over the next two years.

Eagle Hardware & Garden has developed a strong retail base from which to continue our leasing and sales momentum, and to continue focusing on improving the retail environment for the Chino Hills community in terms of convenience, value and entertainment."

Team noted the site's excellent location and visibility allowing the company to have the exclusive advantage in developing a center that encompasses a wide variety of retail tenants and entertainment-related options.

"We are excited about the potential for a major retail center to Chino Hills and are focusing on the development of a new retail project to Chino Hills."

Eagle Hardware & Garden andLenner have major companies with a combined retail sales in excess of 750,000 square feet. The company operates 19 stores in Southern California, 17 of which are in Southern California.

The company's headquarters is in Remont, Washington, and has received development approval for the future retail construction.

Eagle Hardware is a leading operator of retail home improvement stores, and is the most successful retailer in Southern California.
Planning ... continued from Page 33

assumptions and strategies described in the plan will be based on the findings and analysis of this research.

Once the research is complete, a typical plan may include the following.

Executive Summary - differentiates yourself and describes what makes your venture unique.

Market Analysis - demonstrates your knowledge of the industry.

Company Description - how your company will operate.

Marketing and Sales Activities - how you will meet your projections.

Products and Services - describe your service offering and its qualities.

Operations - highlight production and supply capabilities; competitive advantages.

Management and Ownership - describe your management, legal and ownership structures.

Required Funding - any plans for required funds, including amounts and plans for use.

Financial Data - the financial representation of your plan, including historical and projected financial information.

Have your plan reviewed.

Have someone familiar with business management and the planning process review your plan for completeness, objectivity, logic, presentation and effectiveness as a communications tool. Then modify your plan based on your reviewer's comments.

Update your plan.

Business plans are "living" documents and must be periodically updated or they become useless. As your environment and objectives change, update your plan on a regular basis to reflect these changes and to track your success.

For more information on how to design and implement your own business plan, look up Ernst & Young on the Web at "www.cy.com."

San Bernardino County Quits

continued from Page 3

an agreement with Ogden Entertainment, which manages the Uptown Theaters. The two sizable theaters project required for the large format movies will be sold, and Edwards will take over the building, moving its IMAX equipment in.

Supervisor Larry Walker said the project will still turn a profit in the end — it will just take longer and be less than hoped for.

Sidewalks s	Office Manager

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May 20

For more information on any of these issues please call (909) 484-9765 ext. 21 or 26

Legal Boost ... continued from Page 3

What do other companies do?

Companies across California offer either a formal referral or a formal program with or without incentives. Some of the most popular programs are drug and alcohol employee-assistance programs, smoking control, health risk management, book club, stress management, exercise/fitness, off-the-job accident prevention, weight control, high blood pressure control and nutrition education.

Fifty percent of the population of California workers do not have access to any of the above programs. All of the 50 percent indicated that they would participate in at least one of the above programs if their employers offered them. Only 13 percent of the general population would not be interested in one of the programs. The most desirable programs are exercise and fitness, nutrition/weight management and stress management.

What is the agenda for the nation?

Healthy People 2000 is a goal-post of success for the nation's business. It includes goals like physical activity and fitness to increase the general population would not be less than hoped for. A s your environment changes, make sure your plan is flexible enough to adapt to the changing conditions.

The plan must integrate funding and supply capabilities; competitive advantages.

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Remodeled Riverside Convention Center Offers Space and Style

Whether planning a company meeting or a conference, the staff of the Riverside Convention Bureau encourages you to consider the newly remodeled Riverside Convention Center, which now offers more than 5,000 square feet of flexible meeting space. Located in historic downtown Riverside, the center offers both the classic and modern comfort that make meetings memorable for participants.

The 20,000-square-foot Ben H. Lewis Hall is the Riverside Convention Center features old-style arches and grand chandeliers. Raised, domed ceilings, new, plush carpeting, and rich wall coverings set the tone in the new 10,400-square-foot Rivercress Ballroom will have a lasting impression on your guests. Seven additional meeting rooms, ranging from 300 to 2,000 square feet, are located on the mezzanine level. The center also boasts a striking outdoor plaza with 24,700 square feet—ideal for hosting outdoor receptions, banquets and exhibits.

The Convention Center’s Business Services include A/V equipment, computer rental, mailing/shipping, paging and music systems, and teleconferencing. Event services include delegate packages, spouse and guest activity planning referral, welcome signs, name badges, program covers, welcome packages and child-care services.

Without even leaving your event, participants will find superior food. Four-star catering, featuring the culinary expertise of Chef Gary Palm, executive chef of the historic Mission Inn and Riverside Convention Center, will help make your event a success. The Convention Center will work with you to design a menu that meets the desires of your participants.

Your meeting participants will find many important amenities besides excellent conference facilities in Riverside, including great food, plenty of activities, convenient transportation and nearby hotel accommodations.

Riverside Convention Bureau offers an array of services for conventions, meetings and other sizable gatherings, including: Food and Catering, Mailing/Shipping, Video Services, Audio Services, Telephone Services, and the Convention Center’s Business Services.

For information on Riverside and our newly remodeled Convention Center, please call toll free: 888-748-7733

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Women Tell the Stories Behind the Numbers

The national study that revealed why women say they start their own businesses inspired Inland Empire Business Journal to ask area women business owners why they started their companies. The most common answers in the national survey were following an inspirational idea and frustration with the work environment. Here are a couple of local women business owners said.

Marla Garcia
Feng Shui Institute of Physics and Energy Headquartered in the Cucina-San Dimas area
Garcia teaches Feng Shui, the Chinese art of object placement, placing the right objects in a person’s environment to maximize energy.

Q. Why did you start your own business?
A. I am a physicist with bachelor’s and master’s degrees in physics. I received my master’s from the Optical Science Center of the University of Arizona, and I received my bachelor’s degree from San Jose State University.

Q. What was your last job?
A. I am a physicist with bachelor’s and master’s degrees in physics. I received my master’s from the Optical Science Center of the University of Arizona, and I received my bachelor’s degree from San Jose State University.

Q. What can you expand in general terms on the types of issues or projects on which you were not taken seriously?
A. Projects that I would come up with and ideas, generally if they were taken into consideration, they were given to a senior member who always happened to be a male.

Q. What one piece of advice would you give to other women starting their own business?
A. Consistency of effort and integrity.

Delia Madaras
Lake Arrowhead Co.

Q. Were you frustrated with it?
A. Yes. It did feel empty, like I was [not] utilizing all of my potential and my abilities and my knowledge.

Q. What did you do about it?
A. I first looked into finding other alternatives — different areas that might accommodate my abilities and my knowledge. I couldn’t really find things in terms of companies or corporations or agencies that might allow me to branch off. That just didn’t work out.

Q. Was there a glass ceiling?
A. I would say there was in the area I was in and the place I was in.

Q. When was that?
A. Around 1993, I began to feel a glass ceiling. You really couldn’t get too far.

Q. What were you doing then?
A. Engineering and scientific analysis

Q. Did you feel you were taken seriously by your supervisor?
A. Yes, and for critical problems I was taken seriously. If it wasn’t critical, then no.

Q. Can you give an example?
A. I worked on a lot of classified information and a lot of classified projects, so I have to be careful about what I say. I’m bound by laws and regulations not to say anything.

Q. Then can you expand in general terms on the types of issues or projects on which you were not taken seriously?
A. Projects that I would come up with and ideas, generally if they were taken into consideration, they were given to a senior member who always happened to be a male.

Q. Why did you leave? I felt because I wasn’t feeling well at the time.

Q. What enabled you to start your own business?
A. I had set aside some money.

Q. When did you start it?
A. January of 1996.

Q. What one piece of advice would you give to other women starting their own business?
A. Consistency of effort and integrity.

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Wattson Pharmaceuticals Acquires Rugby Group

by John Eileen

Watson Pharmaceuticals Inc. recently completed its acquisition of the Rugby Group Inc., Hoshit Marion Roussell's U.S. generic drug subsidiary.

The acquisition of Rugby is the company's third major addition to Watson in the past year, and is the second of 1991. The first was its acquisition of Fisons for $2.4 billion. The third is the acquisition of Rugby for $2.5 billion. It is Watson's largest acquisition ever.

Watson Pharmaceuticals is engaged in the research and development, production, marketing and distribution of a wide variety of pharmaceutical products. It was founded in 1974 as a result of the reorganization of the business of Marion Roussell. The company is listed on the New York Stock Exchange.

Watson Pharmaceuticals is scheduled to announce its financial results for the quarter ending September 30, 1991, on October 15, 1991.

Watson Pharmaceuticals is the largest U.S. generic drug company.

Watson Pharmaceuticals is headquartered in West Point, N.Y. and is listed on the New York Stock Exchange.

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Inland Empire Restaurant Review

Discovering Secrets of the Island

by Jerry D. Mead

The New World International Wine Competition (NWITC) is held every other year in America to take place each year, taking place as it does in February. Because it is not in Europe, it is also very much of a harbinger of things to come.

For example, the number of entries will now be up this year, which says two things: Other competitions will certainly see increased entries as well, and the wine shortage of recent years is loosening up and the wines are becoming more marketable.

Another thing that's important about NWITC is that year after year of many top medal winners go on to win medals at all major events, and top scoops from the wine-ranking publications. Using the results as a buying guide is very wise. We'll report on some, and you can order a copy of the official awards book by sending $6.00 to: NWITC Winners, Box 1598, Carson City, NV 89702.

NWITC not only awards gold, silver and bronze medals but sponsored trophies for most important categories as well. Here are some of those top winners.

The Dry Creek Vineyard Trophy for Best New World Sauvignon (Fume) Blanc and The Gourmet Experience Trophy for Best New World White Wine went to tiny Fallbrook Winery 1996 California, Sauvignon Blanc 1995 (73%). Production is very limited and distribution is very much limited to California. This style, by the way, is aptly but very confusingly labeled. It has the good gravy quality Sauvignon is known for. The winery is located in Sonoma County and I'm told the wine is 100 percent from nearby Temecula Valley.

NWITC Trophy for Best New World Rose is another one of those frustratingly limited releases from yet another small winery, but it has distinguished itself by winning the same trophy two consecutive years with wine from the same vineyard. And the winner was Hart 1997 Collins Ranch-Cucamonga Valley Grenache Rose (93). It has the most beautiful light red color, a fuchsia-fruit aroma and a taste that is a sort of ripe strawberry. There is a moderate level of sweetness.

About 450 cases were produced. Hart Winery (909) 676-6300.

All winners were not the classic varieties and styles. NWITC is open to every type of wine or distilled product made from every type of grape, fruit or berry grown anywhere in the New World.

A frequent winner is a winery from Kansas that specializes in wines made from Elderberries. The range of styles is amazing, from dry to slightly sweet to desert styles, and the dessert versions are definitely food compatible.

This year the Kansas producer claimed the honor of making the Best New World Fruit or Berry Wine, for Wildwood Cellars 1997 Spiced Elderberry ($8.50), which the winery recommends serving hot. I've had it at room temperature and it's delicious and I suspect it would be good on the rocks this summer. If you're going to the heartland — Wildwood Cellars ($3.77-9.01).

There's no trophy for the category, but fans of Biringer 1997 Pinot Noir ($8.00) from Zinfandel ($6) won't let them go for the Zinfandel and I did win everything from a gold medal to Best of Price to Best New World Zinfandel honors. The residual sweetness this year is nearly 3.5 percent, among the highest in the field of entries. But it has good acidity and with fresh strawberry-fruity finish it doesn't come off too sweet for most folks. This one is available everywhere, including many supermarkets.


Winner of the Fisher Vineyards Governor's Reserve Trophy for Best New World Petite Sirah was Concannon 1995 California ($9.55). It's interesting to note that this widely available and moderately priced version outsold the "estate" version I usually prefer. Concannon (510) 456-2500.

Ardriano Winery

Nabucco 1993 $11.50
Paso Robles, California, Estate Bottled

Mascot Camille 1996 $6.75
Paso Robles, California, Estate Bottled

Petite Sirah 1993 $8.69
Paso Robles, California, Estate Bottled

Sangiovese 1994 $14.99
Paso Robles, California, Estate Bottled

Zinfandel 1994 $9.50
Paso Robles, California, Estate Bottled

Audubon Cellars

Cabernet Sauvignon 1994 $13.00
Howell Mountain, Napa Valley

Carmenere 1995 $12.00
Apricot Lane Vineyard, Contra Costa County, California

Daily Vineyard & Winery

Muscat Blanc 1996 $10.95
Guer Vineyard, Temecula, California

Estate Wineries

Sebastiani Vineyards

Sangiovese 1996 $14.00
Cable Mountain Road, Sonoma County

Round Hill Vineyard

Carinena 1996 $7.00
Cable Mountain Road, Sonoma County

Wildwood Cellars

Carmenere 1995 $10.00
Old Mission Estate, Sonoma County

Domaine Ste. Michelle

"Extra Dry" Sparkling Wine NV $9.00

california, Washington

Greenwood Ridge

Zinfandel 1996 $16.00
Scherrer Vineyard, Sonoma County, California

Chateau St. Jean 2000 $20.00
La Crema Vineyard, Sonoma County, California

Wine Selection & Best Values

by Bill Anthony

Brousteau Cellars

Chardonnay 1994 $11.50
Blanc de Malbec, Mendocino County, California

Zinfandel 1996 $12.50
Hopland Ranch, Mendocino County, California

De Loach Vineyards

Chardonnay 1995 $16.00
Russian River Valley, Sonoma County, California

Pinot Noir 1995 $27.50
Russian River Valley, California, "OES".

Zinfandel 1995 $15.00
Russian River Valley, Sonoma County, California

Merlot 1995 $16.00
Russian River Valley, Sonoma County, California

Pinot Noir 1995 $15.00
Russian River Valley, Sonoma County, California

Brandon Cellars

Cabernet Sauvignon 1994 $16.00
Wild-On-Grounds, Sonoma County

"Extra Dry" Sparkling Wine NV $9.00

Washington, Columbia Valley

Greenwood Ridge

Zinfandel 1996 $16.00
Scherrer Vineyard, Sonoma County, California

Chateau St. Jean 2000 $20.00
La Crema Vineyard, Sonoma County, California

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Zinfandel 1995 $15.00
Russian River Valley, Sonoma County, California

Merlot 1995 $16.00
Russian River Valley, Sonoma County, California

Pinot Noir 1995 $15.00
Russian River Valley, Sonoma County, California

Domine Ste. Michelle

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La Crema Vineyard, Sonoma County, California
Women Tell Why They Start Businesses

continued from Page 5A

We pasted words. Recently, I was talk-

ing to some financial advisers, and I

found that I qualified for an SBA loan,

I did. Now I own 100 percent of it.

Q. How would you describe the work environment of your last job, before you started your business?

A. I've either been in the service of a business that was owned by my family or been a managing partner. I only worked for someone else for a short while. My parents and I planned to open a restaurant. They still had the 24-hour took step. So I worked at a dinner house with a liquor license for about a year. I worked as a bartender and a cook in the back kitchen. That's where I learned about smoke, toddler and how to bait and switch.

Q. Were you frustrated with your past working environment?

A. Yes. I've been very frustrated in situations with my parents or with my partner. I don't know if this has to do with the gender difference, but there is still a lot of prejuclid out there. Always being in a position of authori-

ty is expanded by when you're ignored, your wishes are not given way.

Q. What kind of support are you looking for or need right now?

Q. How did you handle those experiences?

Q. How much are you bringing in annually?

Q. What have been your biggest challenges as a women business owner?

Q. What is the difference between a "One Minute-One Page" book and a "One Minute-Three Page" book?

Q. What is the ultimate goal of "One Minute-Three Page"?

A. I did well there. I did not receive any promotions, but I got a lot of pos-

itive feedback and a lot of compli-

ments for my performance. I proba-

bly could have moved up but it was a part-time job. I wasn't committed to that company. It was a learning expe-

rience.

Q. Did you feel you were taken seri-

ously by your supervisor?

Q. Yes, for the most part.

Q. How's your business doing?

Q. It's doing very well.

Q. What information do you have that the authors suggest people read for success?

Q. In other words, you better be

prepared to give what you're expec-

ted to do in terms beyond of what your

subordinates do. If you're in charge of manufacturing and ship-

ping, one of your personal critical success factors is the coordination of making the product well and get-

ting it to the customer on time. If some-

tone coordinates you, you're likely to not have the desired species list dur-

ing the next round of mid-manage-

ment downsizing.

One of the most interesting ideas introduced by the authors is the concept of a three-target set of business goals: the minimum, the satisfactory and the outstanding. The authors define the minimum level as the borderline between sati-

sfactory and unacceptable. The sati-

factory level is the next achievable step that would satisfy you that you are heading toward your ultimate goal. The outstanding goal level is the achievable but challenging tar-

get that in most cases is achieved over a long period of time.

What makes these levels so interesting is that the authors use these levels as snapshots of steps being taken toward an ultimate goal, not simply as measurements of your own or your subordinates perfor-

mance.

A word of advice about "One Minute-Three Page" is it will take you at least three readings to understand the ideas it contains to your own situa-

tion. Read it first for sense. That shouldn't take more than three hours. Read it for understand-

ing, which might take a week. Read

the hard part is putting it into practice, so read it one more time as you adapt the advice to your own needs.

For such a slim volume, "One Minute-Three Page" continues to be a handbook of ideas for less than the price of a modest lunch.

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 booksellers throughout the United States.

1. "The Millionaire Next Door," by Thomas J. Stanley and William D. Danko (Longstreet Press... $22.00)

2. "Finsce in the Water Wall Street," by Frank Portny (W.W. Norton & Co... $22.00)

3. "Give Me Five!" by Rick Pitino (Broadway Books... $25.00)

4. "Marketing Management," by Martin T. Loeb (McGraw-Hill... $27.50)

5. "The Bankers: The Next Generation," by Martin Mayer (Talley/Dutton... $22.95)

6. "The Income Door," by Martin Mayer (Houghton Mifflin... $37.00)

7. "The Money Mindset," by David and Tom Gardner (Simon & Schuster... $24.00)


9. "The Ernst & Young Tax Guide 1998," by Ernst & Young (Wiley... $15.95)


* *** indicates a book's previous position on the list.

** ** indicates a book's first appearance on the list.
S. P. Sinning, 2730 Toth Dr. San Dimas, CA 91770-9507. 

A. F. B. Enterprises, 1830 S. Rivington, Ontario, CA 91762.

Donnell, 1310 W. 7th St., Pomona, CA 91767.

B. H. Davis, 9110 Chino Hills, CA 91708.

2001 Finch, 2155 S. Loma Linda, CA 92350.

J. F. E. Enterprises, 640 Moulton St., Ontario, CA 91762.

J. W. P. M. Legal Team, 11680 Temple Ave., Rancho Cucamonga, CA 91730.

P. F. C. M. Insurance, 121 W. 5th St., Upland, CA 91786.

J. T. K. Corporation, 9315 S. Flower St., Fountain Valley, CA 92708.

N. F. S. Enterprises, 1220 E. Foothill Blvd., Rancho Cucamonga, CA 91730.


J. L. J. Enterprises, 1277 Eagle St., Ontario, CA 91761.

J. M. J. Enterprises, 1301 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. A. K. Enterprises, 1330 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. H. R. Enterprises, 1350 W. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. I. J. Enterprises, 1375 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. G. E. Enterprises, 1400 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. F. G. Enterprises, 1425 W. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. E. G. Enterprises, 1450 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. D. G. Enterprises, 1475 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. C. F. Enterprises, 1500 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. B. E. Enterprises, 1525 W. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. A. D. Enterprises, 1550 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. H. C. Enterprises, 1575 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. G. B. Enterprises, 1600 S. Foothill Blvd., Rancho Cucamonga, CA 91730.


J. E. G. Enterprises, 1650 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. D. F. Enterprises, 1675 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. C. E. Enterprises, 1700 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. B. D. Enterprises, 1725 W. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. A. C. Enterprises, 1750 S. Foothill Blvd., Rancho Cucamonga, CA 91730.


J. E. F. Enterprises, 1850 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. D. E. Enterprises, 1875 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. C. D. Enterprises, 1900 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. B. C. Enterprises, 1925 W. Foothill Blvd., Rancho Cucamonga, CA 91730.


J. E. E. Enterprises, 2050 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. D. D. Enterprises, 2075 E. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. C. C. Enterprises, 2100 S. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. B. B. Enterprises, 2125 W. Foothill Blvd., Rancho Cucamonga, CA 91730.

J. A. A. Enterprises, 2150 S. Foothill Blvd., Rancho Cucamonga, CA 91730.
## Bankruptcies

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<th>Date(s) of Insertion</th>
<th>Frequency</th>
<th>Creditor(s):</th>
<th>Case No.</th>
<th>Chapter</th>
<th>Date</th>
<th>Notes</th>
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<td>3012 E. 9th St., Burbank, CA 91504</td>
<td>2/12/2001</td>
<td>2/13/2001</td>
<td>$300</td>
<td>83-01738</td>
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<td>Barbara A. Bell</td>
<td>7320 Orange Blossom Rd., Palmdale, CA 93550</td>
<td>12/30/2000</td>
<td>1/10/2001</td>
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<td>83-00983</td>
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<td>1/19</td>
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<td>1035 W. 12th St., Los Angeles, CA 90006</td>
<td>10/31/2000</td>
<td>11/10/2000</td>
<td>$125</td>
<td>83-00613</td>
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**Notes:**
- Bankruptcy data is subject to change and may not be comprehensive.
- For more information, contact the bankruptcy court in your area.

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**Small Box... LARGE SALES.**

No Box... No Sales.

Accept Credit Cards For Your Business & Increase Sales 30-50%

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**NEW SERVICE**

Process credit cards through your PO.

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**Fax 208.366.1116**

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**DISPLAY RATES:**

- $70/inch for 5 inches or more
- $150/inch for 56 inches or more
- $250/inch for 100 inches or more

**Frequency Discounts:**

- $250 for 5 issues or more
- $500 for 10 issues or more

**Notes:**
- All copy must be received by 7:00 p.m. the day before publication.
- All ads are subject to approval by the publisher.
- Ad copy must be one inch in width.
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Gene Research Sheds Light on Origin of First Bacteria

A new study conducted by Sainihek Industries, a company known for its computer software applications, has revealed that the origin of first bacteria may have been influenced by environmental factors.

The study, published in the journal *Science*, found that the early forms of bacteria were able to survive and thrive in environments that were less oxygenated than today's atmosphere. The researchers also discovered that bacteria in hot springs, such as those found in Yellowstone National Park, were able to withstand the high temperatures and low oxygen levels that exist in those areas. This suggests that bacteria may have evolved in environments similar to those found in hot springs.

The findings could have implications for understanding the evolution of life on Earth and the development of new technologies.
The Balearic Islands: Pearls of the Mediterranean

by Camille Bounds, Travel Writer

The sun shines 300 days a year. The climate is tropical without the humidity. Descendants of another century were known as "stone-slingers," and perfect man-made cultured-like black pearls are created in this tropical locale.

Lush and idyllic

The islands that make up this lush, green spot look like the Hawaiian Islands on the map but are a continent apart. This idyllic area is known as the Balearic Islands — Greek derivative for "stone-slinger" — a little more than 100 miles off the Eastern Mediterranean coast of Spain. The sun-kissed Balearic Islands are actually a continuation of the Sierra Nevada mountain range of southern Spain. The capital, Formentera make up the four major islands. The capital, Barcelona and Algiers, the archipelago is a vacation destination for the well-to-do. The building of Mamarrací on the mainland. Each of the four major Andalusian Mountains and a culture of Catalonia on the mainland. Each of the four major Andalucia is dramatic, largely because of the Tramuntana range on the north and west coasts, which has enclosed the most exquisite and largest rose window in the world. Above the altar hangs what is said to be the original "crown of thorns." Nearby is the 14th century Castle of Bellver, stronghold of the kings of Mallorca in medieval times. Go to the hilltop for a glorious panoramic view. These two outstanding monuments dominate the city with their beautiful silhouettes.

Historical topography

Mallorca (or as some prefer Majoreca), the largest and most outstanding of the Balearics, is roughly 60 miles long and 50 miles wide and is shaped somewhat like an arrowhead. It covers 1,409 square miles. The topography of the island is dramatic, largely because of the Tramuntana range on the north and west coasts, which has enclosed the most exquisite and largest rose window in the world. Above the altar hangs what is said to be the original "crown of thorns." Nearby is the 14th century Castle of Bellver, stronghold of the kings of Mallorca in medieval times. Go to the hilltop for a glorious panoramic view. These two outstanding monuments dominate the city with their beautiful silhouettes.

Mallorca boasts an indigenous population of more than 600,000, with about half located in the capital city of Palma. Add 5 million plus tourists to this number and you have the most visitors anywhere in Spain.

Breathtaking views by the sea

The best way to experience Mallorca for the first time is to approach by sea. Cruise ships have this popular port on many of their itineraries. There are also passenger and car ferry services to Palma from Barcelona and Valencia.

The first view is of some of the breathtaking structures that include a magnificent 13th century Gothic cathedral. Be sure to explore this marvellous structure close up, it

Enthusiast and are symbols of Palma's rich historical past.

Since the beginning of history, the Balearic Islands have been the scene of migrations and occupations. Iberians, Phoenicians, Greeks, Carthaginians, Romans, and Byzantines all invaded the islands.

During the Roman period a regiment of stone-slingers made up of Balearic Islanders under the leadership of the great Hannibal (reputedly born on one of the small islands of the Balearics) won fame in many battles with Rome. Even earlier, in the semi-mythical times of the Greek Argonauts, Mallorca was the place that Hercules found the Golden Apples (oranges).

It has been recorded that Chopin and George Sand spent the winter of 1838 in Mallorca, where Chopin, who was in ill health and listless on his arrival, became reinvigorated, if not cured, by their stay.

Palma has many faces, and one is a picturesque town with narrow, winding 17th century streets and friendly natives. There is a modern downtown that is a shoppers' paradise and beautiful beach areas with many full-service hotels.

The Balearic Islands, Pearls of the Mediterranean

by Camille Bounds, Travel Writer

The sun shines 300 days a year. The climate is tropical without the humidity. Descendants of another century were known as "stone-slingers," and perfect man-made cultured-like black pearls are created in this tropical locale.

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The islands that make up this lush, green spot look like the Hawaiian Islands on the map but are a continent apart. This idyllic area is known as the Balearic Islands — Greek derivative for "stone-slinger" — a little more than 100 miles off the Eastern Mediterranean coast of Spain. The sun-kissed Balearic Islands are actually a continuation of the Sierra Nevada mountain range of southern Spain. The capital, Formentera make up the four major islands. The capital, Barcelona and Algiers, the archipelago is a vacation destination for the well-to-do. The building of Mamarrací on the mainland. Each of the four major Andalusian Mountains and a culture of Catalonia on the mainland. Each of the four major Andalucia is dramatic, largely because of the Tramuntana range on the north and west coasts, which has enclosed the most exquisite and largest rose window in the world. Above the altar hangs what is said to be the original "crown of thorns." Nearby is the 14th century Castle of Bellver, stronghold of the kings of Mallorca in medieval times. Go to the hilltop for a glorious panoramic view. These two outstanding monuments dominate the city with their beautiful silhouettes.

Historical topography

Mallorca (or as some prefer Majoreca), the largest and most outstanding of the Balearics, is roughly 60 miles long and 50 miles wide and is shaped somewhat like an arrowhead. It covers 1,409 square miles. The topography of the island is dramatic, largely because of the Tramuntana range on the north and west coasts, which has enclosed the most exquisite and largest rose window in the world. Above the altar hangs what is said to be the original "crown of thorns." Nearby is the 14th century Castle of Bellver, stronghold of the kings of Mallorca in medieval times. Go to the hilltop for a glorious panoramic view. These two outstanding monuments dominate the city with their beautiful silhouettes.

Mallorca boasts an indigenous population of more than 600,000, with about half located in the capital city of Palma. Add 5 million plus tourists to this number and you have the most visitors anywhere in Spain.

Breathtaking views by the sea

The best way to experience Mallorca for the first time is to approach by sea. Cruise ships have this popular port on many of their itineraries. There are also passenger and car ferry services to Palma from Barcelona and Valencia.

The first view is of some of the breathtaking structures that include a magnificent 13th century Gothic cathedral. Be sure to explore this marvellous structure close up, it
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