Evening at Montclair Plaza

Close Up: Peter Drinkwater
Looking for calm in the hectic pace of advertising and graphics?

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Ernst & Young Executive to Pass Reins of Inland Empire Office

Donald N. Ecker said late last month he will turn over management of Ernst & Young's Inland Empire office to Sarah (Sally) J. Anderson, a 15-year veteran with the firm.

Ecker will move to Los Angeles to serve as director of the national accounting firm's Center for Strategic Transactions (CST).

Last October, Ecker, 52, helped pioneer CST, which arranges brainstorming sessions between chief

executives and consultants to discuss business strategies, such as mergers and restructurings.

The first CST program in Los

Angeles was geared for serving CEOs in the Pacific Southwest. Ecker said he has been dividing his time between L.A. and Riverside for the past year.

Ecker said that the L.A. center proved such a "phenomenal success that we are opening up centers in six other locations in the U.S. and it requires a full-time commitment."

Ecker's Riverside office

continued on Page 36

Newport Developer Buys
2,500 Inland Empire Lots

Newport Beach-based St. Clair Company is in escrow to purchase about 2,500 lots in the Inland Empire as part of an ambitious expansion strategy targeting Riverside, Ventura and San Diego counties.

"The plan is in the next eight months to purchase about 5,000 lots in the Inland Empire and this is halfway there," said Steve St. Clair, president of the firm.

The land developer is purchasing 2,500 lots in Beaumont,

more than doubling the roughly

continued on Page 36

Inland Empire Business Journal

Enhancing Your Career with the Right School

by Stacey Gulland

How does one return to school in order to advance a career and still maintain a full-time job? For many adults who feel the need to earn a degree in order to further their advancement, the idea of combining school with a job as well as a family may seem like an impossible goal.

Fortunately, in the Inland Empire, colleges are recognizing the demand for evening courses and programs for working professionals who desire to obtain a degree or to basically learn more about the new technologies available in their field. To satisfy this demand, the colleges in the Inland Empire offer a diverse range of opportunities for the working professional.

Yet when returning back to school, the new older student may have some new questions to ask. How critical is a specialized undergraduate or advanced degree in today's employment market? What new programs or courses are the colleges offering in the fall? When

continued on Page 29
**AUGUST 1998**

**Acker Gears Up for Ontario Election**

by Stacey Gallard

Deborah Acker, a candidate for city council, has a goal: to present Ontario not only as a city with a marketing potential but also as an economic factor of the Inland Empire.

Acker, who recently announced her resignation from the Ontario Convention Center, believes that as a councilmember, she could help boost the city's economy and improve its image. It is her past experience in working with the tourism industry and American Airlines that Acker believes will make her stand out from her opponent, councilmember and mayor pro tem Warren. "What I would bring to the table is that different [from the other opponent] is a background in the airline industry," Acker said. "I worked for 30 years for American Airlines. . . . Having an airport here, I think it's important to have someone who understands the council has a feel for the airline industry." Acker also opposes the rezoning of the former Convention Center. Acker's duties included overseeing the tourism department, public relations and regional development. She also has worked closely with the city council and local businesses. Acker believes that her experience working with the Convention Center helped get a better understanding of not only the tourism industry but also local businesses.

"Having worked with the business community closely, I understand the needs of the business community," Acker said. "I think I bring real hands-on experience and I'm very familiar with the current developments in Ontario." If elected to city council, Acker said that she would like to promote the accessibility of the Ontario International Airport to international business as well as to charter airlines. "If we get one charter airplane flying into Ontario, this week, that would generate an economic impact of $13 million a year," Acker said that impact would not only boost the economy in Ontario but also provide the funding for better community services.

Another area that Acker would concentrate on is education. "We need to improve our education as a city council member, I would work closely with the business community and the educational community and look at the problems we have and address them," Acker said. Acker believes that working together with both business and educational communities, a new quality work force could be the end result. Since resigning from the Ontario Convention Center, Acker has been working full time on her campaign. Acker said she needs to raise $35,000. "I see, with any election, there is always some sort of speculation. In Acker's case, it is her sudden resignation. . . . I'm not resigning under any controversy. Everyone has told me that I've done a good job, that I'm impeccable," Acker said. "Politically speaking, there is a law that you can't become a city councilperson and also be a city employee. Even though I wasn't a real city employee, I just didn't want any mud thrown at me." Acker then explained that she had signed an affidavit stating that if elected, she would resign from her position as a city employee. It gave her another reason for resigning early, said Acker.

**Gettig It Right**

Correction: In an article about Adrian Hyatt in the Stars in Advertising, Marketing & Public Relations supplement in the July issue of the Business Journal, Hyatt's company, Adworks Advertising Agency, Inc., was referred to as "his own advertising agency." That sentence should have stated "her own advertising agency." Also in that article, "he" was incorrectly used in other references as well as "he". These should have been "her" and "she."
Mandating Health Care: The Threat to Consumer Choice
by Martin Harper

The theory behind free enterprise is that consumers have the right to choose and purchase items that they like. But opening our markets to competition will allow for this compensation between the consumers. But that doesn't mean that every consumer will be able to afford it. The essence of the argument is that in order to consumer health care, it is necessary to reform the way that health care is paid for. At the present time, health care services are paid for by a variety of sources, including insurance premiums, out-of-pocket expenses, and government programs.

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CORNER ON THE MARKET

Strategies to Increase Customer Loyalty

by Ron Burgess

Phone calls may be required for...
Dungeons and Other Musings of a Computer Smoking Man
by J. Allen Lienbecker

Dungeons. They are also called hardware devices. Or keys. Some say they were named after wild Australian dogs. But those are called... dongs.

A dongle is a new devise that plugs into your mouse cord and makes it impossible to run a new computer program 'borrowed' from someone else. The new Quark Express 4 has one, and it means the guy next to you can't run the pro­gram off of your desk. It would be hard anyhow because you need both the floppy and the CD-ROM, along with the key to get the program into and up on your computer.

What happens if you need a different dongle for a different program? The problem has not been explained just yet. And if you buy a new program with the same kind of dongle, can you and the guy next to you run both programs?

I am confused.

Take this problem the fact that every program is getting bigger. You used to be able to copy all of a program to a single one-meg floppy disk. Now programs take up several meg of hard disk memory.

Memory expands exponential­ly.

Two years ago, the CD-ROM game "Titanic-Adventure Out of Time" took three disks. This game is a top seller again today because the home movie version is one of the long awaited "Star Trek-Starfleet Academy" came out on five disks.

But in TV and the movies one can tell there are no other computers on this planet or another. A MAC 5500 laptop was used to make the movie "Independence Day." It was used to monitor the seizures in "Vigilante."

Marc has been obvious in "U.S. Marshals," "Wag The Dog," "The Mask II," "Tombstone," "Colors" and even "Armageddon.

On TV, besides Seinfeld, you can clearly see them in "The Pretender" and "Profiler" and other shows. Why the FBI uses Macs in "Profiler" and the same agency in "The Pretender" uses IBM's in "The X-Files" is not explained. This must drive the General Accounting Office crazy. They have enough problems with the cost of government contract ter­ritory.

Keep your eye out for that distinctive silver apple logo on TV and in the movies. (Acting Apple head Steve Jobs has decided to make the apple monochrome, so the six stripes will soon be history.)

The trick question

If you knew you were going to die tonight, what would you do?

That's a trick question that was posed to me by a theology prof­essor I'm taking back home. The correct answer was "nothing," if you had lived your life religiously.

For computer people the ques­tion is, "If you knew your hard drive was going to crash tonight, what would you do?" The answer again is "nothing," if you had backed up your work relig­iously.

Now for some very simple hard drive maintenance tips:

The floppy disks. Zip drives, SeQuoia Jazz. Even external hard drives. Whatever you use, make copies and keep them handy. Make sure the computer has a backup program where you can extract the info.

Some people like to display those programs on the best books on a shelf. Other people just stuff them under the bed. Either way, make sure that you have a copy of the regis­tration number that came with it, because when you reinstall, the pro­grams will ask you for that number.

It has been over a year since "The Net." "Primary Color," "Profiler" and other programs get bigger.

They have enough problems with the cost of government con­tract territory.

Some people experience a deeper camaraderie that improves their computer skills and teamwork effectiveness.

Community volunteer programs do not have to be time intensive, nor do they have to infringe on workplace hours. There are many ways for a man­ager to start a program without a big investment of time or dollars.

1) Contact the local United Way or local volunteer agency and ask a list of specific volunteer needs from nearby nonprofit agencies.

2) Organize a team of volunteers and challenge another organization to a contest. Who can collect the most food donations, or repair the most bicycles, or pull the most weeds?

3) Schedule time away from the office for team building and use it as a volunteer project. It can be fun to spend an afternoon at a baseball game or raking leaves, but employees can have just as much enjoyment replanting a community garden or wiring a school for Internet access and have the extra benefit of feeling good about themselves and the company.

4) Recognize employees who give of their time and talents to the community. Intel, for example, has a Volunteer Matching...
The Issue: Parties on both sides of the electricity deregulation debate have been arguing for and against Proposition 9 scheduled for the November ballot. The exact impact of the proposition is uncertain, with some saying it will save ratepayers money and others saying it will cost ratepayers money. Here are the views from both sides.

Force Utility Company Giants to Clean Up Their Own Mess
by Bill Gallagher

California’s reputation as a political trend-setter will be proven once again in November as ratepayers vote on a referendum to decide the fate of the state’s soon-to-be deregulated electricity industry.

Proposition 9, known as the Utility Rate Reduction and Reform Act, seeks to repeal an outrageous $2 billion bailout by ratepayers of California’s private electric utility companies: SoCal Edison, San Diego Gas & Electric and PG&E.

The bailout, a major part of the state’s controversial electric deregulation law, is expected to cost the average household $300 per year. How did the vote in 1990, passed unanimously in the state legislature with little debate, become a costly bailout for utilities and lower rates for consumers?

But the measure’s real purpose was to force electric rates artificially high, block competition and shift the burden of paying off the utilities’ millions in loan losses to utility customers through increased electric rates and lower rates for consumers.

The deregulation bill’s author, State Senator Steve Peace (D-San Diego), has admitted as much. When on record as saying his bill was never intended to help consumers.

They almost got away with this great power swindle of 1990. But while the ballot initiative about deregulating the power industry, it’s also about the power of citizens.

Led by consumer advocate Harvey Rosenfield — author of Proposition 103, the successful initiative that returned a 20 percent reform referendum approved by voters in 1988 — hundreds of volunteers will be knocking on doors. They are targeting 700,000 signatures, enough to place Proposition 9 on the ballot.

The massive volunteer effort sent the utilities a loud and clear message that consumers will not be fooled by corporate welfare disguised as deregulation.

With billions of dollars at stake, California’s Proposition 9 likely closed the last chapter in the utility deregulation across the entire nation.

Just as important, a victory in California could set the pattern for a David-vs-Goliath victory that the citizenry needs in order to restore its faith in a democracy that works for the people.

Proposition 9, the bailout of ratepayers against utility Taxes, is fighting against a utility industry that may well spend $1 billion in order to defeat Proposition 9.

Since the utilities are pleg- ding "to spend whatever it takes," the public is urged to join the fight to stop the largest corporate ripoff in California history by calling (310) 392-0522 for more information.

Bill Gallagher is the organizing director for Proposition 9, supported by the Californians Against Utility Taxes.

Proposition 9 Would Damage State’s Economy, Hurt Consumers, Taxpayers and Businesses
by Richard Sandwalk

This November, California voters once again will face a dizzying array of ballot initiatives. For the state’s electric utilities and their taxpayers, the most pressing of these measures is Proposition 9, which would limit electric utilities’ open and competitive electric energy market just as it is getting underway and result in higher electric rates.

Equally problematic, due to poor drafting, the measure could result in significant funding reductions in key services, such as education, mass transit and fire protection.

Proposition 9 would cause a massive population throughout California and negatively impact the state’s economic recovery. Due to the far-reaching negative implications of Proposition 9’s passage, the opposition list is already broad-based and includes such organizations as the California Chamber of Commerce, the California Taxpayers Association, the California Manufacturers, the California Teachers Association, the Environmental Defense Funds, the California Organization of Police and Firefighters, the League of California Cities, California Labor Federation and more than 300 other organizations and businesses.

Two years ago, the state legislature unanimously voted to replace California’s monopoly electric system with a competitive market that allows customers the option to choose the electricity provider of their choice. It is anticipated that when the transition is complete, rates will drop by 20 percent to 30 percent.

It is basic economics. Competitive markets produce competitive prices and make way for innovative products and services. California is ready, stand to save hundreds of millions of dollars in the deregulated market, but is left out of this increased competition.

The economic stimulus resulting from the market competition will create more jobs for the state’s work force, greater profitability for businesses, and more tax revenue to pay for important public services like education, public safety, highways and other public infrastructure.

Proposition 9 would pull the plug on this landmark deregulation and likely will be the last chapter in the utility deregulation initiative in the state this year.

With utilities and activists agreeing that whichever side prevails in California will set the pattern for deregulation across the entire nation.

Just as important, a victory in California could set the pattern for a David-vs-Goliath victory that the citizenry needs in order to restore its faith in a democracy that works for the people.

Proposition 9’s sponsor, Californians Against Utility Taxes, is fighting against a utility industry that may well spend $1 billion in order to defeat Proposition 9.

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The EMPLOYEES GROUP
by Glenn Lindsay

The focus of the new employee registry (NER) that went into effect July 1 is to establish a national system that will help locate and collect child support from former parents. Parents who have transferred and/or temporary or jobs or cross state lines for work can now be quickly located.

A side benefit of the new system is the tool it gives the Employment Development Department (EDD) in detecting unemployment insurance (UI) fraud.

An important issue is raised again by the new requirement: How often and how much information are governmental agencies sharing with each other?

This program might seem to be moving as a step closer to a computerized world that allows different agencies to share confidential information about unemployed citizens. However, there is an outstanding legality issue: the state has on each of us can be chilling.

It’s a California requirement that employers report the earnings of their employees for each quarter to the EDD without regard to the employee’s state of residence. Whether they report the earnings is a matter of state income taxes.

But the new registry would be the tool to facilitate such sharing of information. If a new employee who is hired by a new employer in a new state and an old employer in a new state is reported for each quarter with the EDD, the employee’s state of residence can be determined.

This registry could make it easier to locate unemployed workers who are in states that are a serious problem with higher welfare rolls, fraudulently received UI benefits, and the resultant higher taxes — the law requires they share the data they collected. This was the argument for the establishment of the NER.

NER is a national program that centralizes employment information. If an employer has work sites in several states, it can report all employees to one state via magnetic media.

A multi-state company seeks to use this method and reports California new hires to another state. EDD won’t release the benefit information of this for its fraud detection program. Consequently, the multi-state company has to report new hires to two states.

For more information about the new employee registry, call the NER hotline number, (916) 657-6216, or visit the EDD website at www.edd.ca.gov.

Glenn Lindsay is the manager of the unemployment insurance service operated by Employers Group. Employers Group is one of the oldest and largest human resource organizations of its kind in the country. It has operated its own UI tax management service since 1971. For more information on Employers Group or EDD, call (213) 785-3967.
The Automated Export System (AES) is an information gath-ering and processing system, has been developed through cooperative efforts of the U.S. Customs Service, Bureau of the Census, other federal agencies and the export community. The AES is designed to expedite collecting shipper’s export declaration information and manifest data, verifying shipments against licenses and providing statistics — all in one system.

Citizens Business Bank Appoints Dale Thompson VP

Fallbrook National Bank Names Patricia Estrada VP

Fallbrook National Bank announced that Patricia M. Estrada has joined the firm as vice president and human resource director. Estrada will be responsible for overseeing the day-to-day administration of employee relations, compensation, benefits, regulatory compliance, recruitment, training and payroll.

Estrada, who has more than 12 years experience in human resources, joins Fallbrook National Bank from James Mitchell & Company. At James Mitchell she served as director of human resources. Prior to that, Estrada was the human resource manager with Pacific Corinthian Life Insurance Company. “Patricia has an impressive background and strong abilities in the human resource field and we are pleased to have her join our bank,” said Thomas E. Swanston, president, CEO of Fallbrook National Bank.

Estrada earned a bachelor’s degree in business administration at the University of Colorado. He had served in various speech pathology and management positions at the Veterans Administration Medical Center in Columbia, Mo., before a management-type position in Boston in 1986 as director for the Center for Communication Disorders. At Braintree, he also held positions as executive vice president, clinical affairs, COO and CEO.

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Some local critics may think the Inland Empire has enough of them already, but three Southern California lawyers are more optimistic about the region and recently joined to form a law firm in Riverside.

The new firm is DesJardins, Fernandez & Associates LLP. The partners are Michael DesJardins, Lazaro E. Fernandez and Mark H. Smith.

Concentrating on civil, business and bankruptcy matters, this new firm aims at providing advice and trial work for financial institutions, both local and national, manufacturing and commercial companies, and corporations and partnerships.

DesJardins and Fernandez met when they were opposing counsel in a Chapter 11 case.

“I gained a lot of respect for Mike’s Baldwin Wallace and tenacity in representing his client,” says Fernandez. Fernandez met Smith when Smith started his practice in San Bernardino. Michael DesJardins graduated from Marquette University Law School in 1986, where he was a member of the law review. From 1996 to 1990, DesJardins served as a lieutenant in the Navy Judge Advocate General’s Corps and was stationed in San Diego.

DesJardins has been a member of the American Bar Association in both Riverside and San Diego chapters. He brings an extensive background in the fields of civil litigation, business and commercial law, construction law, corporate law, real estate law and bankruptcy.

DesJardins is active in the Riverside community. He is currently president of the Riverside East Rotary Club. He enjoys sailing and was associated with the law firm of Thomas, Mort, Prosser & Kaudern LLP for several years before starting his own law corporation in 1997.


Since 1989, he has focused his practice in bankruptcy law, representing secured and unsecured creditors in chapters 7, 11 and 13 as well as chapter 7 and 11 trustees and debtors in chapters 7, 11 and 13.

Fernandez has been a contributing writer for the annual Inland Empire Consumer Bankruptcy Law seminar since its inception, and he writes the monthly “Bankruptcy News” series for the Business Journal. He is a member of the Inland Empire Bankruptcy Forum.

In the past, he has represented a holder in possession in the bankruptcy forum, as well as two of the three corners in both federal and state courts.

Despite his busy schedule, DesJardins is active in the Riverside community. He is currently president of the Riverside East Rotary Club. He enjoys sailing and was associated with the law firm of Thomas, Mort, Prosser & Kaudern LLP for several years before starting his own law corporation in 1997.


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In the past, he has represented a holder in possession in the bankruptcy forum, as well as two of the three corners in both federal and state courts.

Despite his busy schedule, DesJardins is active in the Riverside community. He is currently president of the Riverside East Rotary Club. He enjoys sailing and was associated with the law firm of Thomas, Mort, Prosser & Kaudern LLP for several years before starting his own law corporation in 1997.


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TELE/SHARE: Going The Big Guys One Better

Charlie Managem e nt is telecommunications system for CDG Group Commercial Real Estate Celebrates 10 Years

enough to stop Whipple’s dream. Like so many entrepreneurs, these were doing battle over COM Group Inc. and Office Portfolio.

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now, the person who helped build

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At the same time, Whipple

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the Temecula Valley Economic

Development Corporation, the

the clients of Temecula, Murrieta and Lake Elsinore. The principals also support youth-oriented and sports organizations in the area and are members of the Temecula Rotary Clubs.

CDM Group has participated in transactions exceeding $100 million. The company is optimistic about business in the Inland Empire as living conditions, traffic congestion and the cost of living in surrounding counties become less desirable and available land becomes scarcer. Able to “weather” the down times of the early ’90s, CDM feels it will be in commercial real estate and property management.

CDM Group Commercial Real Estate Celebrates 10 Years

meet when Kurtz was handling bulk real estate sales for Kaiser and Bedford, and Charlie Nichols was with John Burnham.

Kurtz had been involved in commercial real estate since 1979; Nichols was seeking opportunities for Burnham in Riverside County, and they established their first office in Temecula in 1987.

CDM Group provides commercial brokerage services for sales, leasing management and investment properties. The firm has a client base extending throughout Southern California.

Since 1988, CDM Group has been involved with major real estate developments in Southwest Riverside County, including office buildings, industrial parks, industrial buildings, master-planned residential communities. They are members of various committees for the Temecula Valley Economic Development Corporation, the Riverside County Economic Development Agency and the chambers of commerce of Temecula, Murrieta and Lake Elsinore. The principals also support youth-oriented and sports organizations in the area and are members of the Temecula Rotary Clubs.

Homeowners in the San Gorgonio Pass near San Bernadino will face another increase in their monthly water bill.

El Nino, increased seismic activity and rapid population growth have brought the issues of flooding and water supply into focus in Southern California. The greatest threat may come from “atypical” floods in low water years, like 1986.

Flooding Potential Mounts for Inland Empire Residents

by Andrea Laughlin

In more recent years, a report of the Army Corps of Engineers was the worst event a century, said George Smeder. Mainstem Project civil engineer. “The Santa Ana River basin was covered in three to five feet of water. Because of this flood the Prado Dam was constructed and completed in 1941 by the Army Corps of Engineers.”

“1938 was the worst flood in this century,” said George Smeder. Mainstem Project civil engineer. “The Santa Ana River basin was covered in three to five feet of water. Because of this flood the Prado Dam was constructed and completed in 1941 by the Army Corps of Engineers.”

The Santa Ana River Mainstem Project has been an issue since the mid-60s. “San Bernardino, Riverside and Orange counties have come together as a consortium and leased the land for many years,” said Michael Rudinica, executive vice president of Rockford, Stone & Associates, an engineering firm currently preparing structural plans for the Prado Dam improvements.

In recent years, a report published by the Santa Ana River Mangement Group estimated millions of dollars in flood damage caused by significant flooding in 1938, 1960 and 1978 as well as 14 serious floods since 1900. The report also stressed current flood damages, which could total near $418 million in damages for San Bernadino and Riverside counties.

“Today the most severe flood likely to occur along the river would flood more than 100,000 acres to an average depth of three feet, threatening more than 3,535 million people in Orange, San Bernadino and Riverside counties alone.”

Among the many dams involved in the Mainstem Project, the Prado Dam is one of the most significant. Located in the San Andreas Fault — a construct out of soil and rock with a clay core,” Smeder said. “In the event of an earthquake, this dam will seal the cracks and this will provide the most protection to the area.”

“Seven Oaks Dam’s three main features are the embankment, outlet and spillway. The embankment blocks the flow of water going downstream. The water is kept in the reservoir. Then the spillway takes the backed-up water and pumps it out for irrigation.”

Besides obvious flood control and quake and water conservation purposes, other environmental issues are involved. Because many dam improvements and new dams require the acquisition of land, many plant and animal habitats can be affected.

“This project also tries to protect the endangered species and plants located near or on Santa Ana’s flood plains. This is done by acquiring land and finding homes for who can come and go from there,” Smeder said.

To help lessen these effects, the Mainstem Project also provides a system for recreation trails including a resource habitat and flood plain management plan to protect wildlife during a recreation period. Additionally, through marsh restoration and preservation, habitats for the California least tern and the Santa Ana River wooly star, located in the Seven Oaks flood plain, are also protected.

Living in the arid climate of Southern California, it may be difficult to take the issue of flooding as a major consideration, but with rapid population growth, past flood history and the recent El Nino, it may be dangerous to not.
It's Time for Action Against the Rat

by Assemblyman Joe Baca

The economy of the Inland Empire has been on the rebound for more than two years. We are one of the state's greatest job-producing regions. We are one of the nation's largest regions for international exports of goods and services. And we have had significant growth in our population since the early '90s.

There is a cloud on our horizon, however. The kangaroo rat, which is found in many parts of our region, is currently under emergency protection from the U.S. Fish and Wildlife Service. The agency made this decision on Jan. 27 despite the county of San Bernardino's efforts for 2 1/2 years to work out a compromise.

The emergency listing, which expires in September, was only the 13th time U.S. Fish and Wildlife has declared this type of protection in 25 years of the Endangered Species Act.

Permanent listing of the kangaroo rat as an endangered species will cause significant economic harm to Riverside and San Bernardino counties. Construction and development projects as well as specific industries will be directly affected.

Permanently listing the kangaroo rat will negatively impact residents of the Inland Empire and Orange County in a number of other ways.

Because of these concerns, I have introduced Assembly Joint Resolution (AJR) 62. The measure requests the Secretary of the Interior and the U.S. Fish and Wildlife Service to carefully consider the potential economic impact of permanently listing the kangaroo rat as an endangered species. AJR 62 also requests federal officials to carefully review the data submitted in support of listing to ensure its accuracy.

AJR 62 has received strong bipartisan support in the Assembly, especially from legislators in both counties.

The California Chamber of Commerce, the Inland Valley Association of Realtors, the Inland Empire Economic Partnership and the California Building Industry Association also are supporting it.

I will continue to work hard for AJR 62's enactment now that it is under consideration in the Senate.

We cannot allow permanent listing of the kangaroo rat because this decision would remove any flexibility federal and local officials might have to work out a fair and equitable compromise.

San Bernardino County officials have shown their willingness to work with state and federal officials on endangered species issues.

Two years ago, the county purchased 700 acres of land north of Rancho Cucamonga containing several endangered and rare species which it agreed to protect in return for the construction of the Route 30 Foothill Freeway.

This is about jobs and the well being of our region. We have been hit hard over the past decade by military base closures, defense downsizing and the loss of manufacturing jobs. We must not allow the economic engine in the Inland Empire to lose steam.

If the kangaroo rat is permanently protected, here is a list of effects that will hit our region:

- Delay construction projects and significantly restrict mining of construction-grade aggregate stone in San Bernardino County worth more than $1.45 billion.
- This will cause higher construction costs as developers seek materials from outside our area.
- Put in question current flood plain designs in Orange, Riverside and San Bernardino counties.
- Increase FEMA insurance rates along the flood plains.
- Hike the cost of doing business for most local water districts by increasing operation, expansion, construction and exploration costs.
- Add another cost to plans by cities, counties and the state, including construction, expansion and maintenance programs for our infrastructure needs.

Most of these effects will hit lower income citizens and our blue-collar workers because businesses will find other locations to expand or start up. Newer and reasonably priced homes also will become much more scarce.

Again, we cannot allow a small rodent to jeopardize our future. I will continue to work hard on this issue and assist in helping all the parties reach a fair and equitable solution.

Assemblyman Joe Baca represents the 62nd Assembly District.

Joe Baca

Environmental

Habitat Conservation Permit Speeds Development Projects

by Paul Frieder and Bobbie Stephenson

With the continuing influence of endangered species on land development, any mechanism that can help minimize processing time and facilitate project completion has great potential. One such mechanism is the low-effect habitat conservation plan (HCP).

The low-effect HCP is a special category of HCPs recently established by the U.S. Fish and Wildlife Service (USFWS) for projects with minor or negligible impacts to federally listed, proposed or candidate species and their habitats.

RECON made state history recently when it applied for and received approval for the first low-effect incidental take permit based on the first low-effect HCP ever issued in California.

Whether or not a low-effect HCP is appropriate is based solely on the severity of the anticipated impacts from the project and not on the project's geographic location. Projects with potentially significant impacts that would be reduced through mitigation programs do not qualify for processing with a low-effect HCP. The USFWS's goal for low-effect HCPs is to simplify the permit application processing requirements and expedite permit issuance as much as possible while still being consistent with federal law.

The low-effect incidental take permit process involves the following:

- A low-effect HCP
- A completed application form and $25 fee
- Publication in the Federal Register of a notice of receipt of a permit application
- Formal section 7 consultation
- A "set of findings," which evaluates a section 406/407 end by an Environmental Action Memorandum

The USFWS anticipates that the time to process low-effect incidental take permits will be less than three months from the date the completed application and low-effect HCP is submitted. For projects not qualifying for low-effect status, the permit processing time can be anywhere from three to 10 months, depending upon the complexity of the proposal, the level of impact proposed, and whether an environmental impact statement (EIS) or an environmental assessment (EA) is required.

RECON recently took its 25-year track record for providing innovative and highly effective environmental consulting services to a new level when it secured California's first low-effect incidental take permit on behalf of Western Pacific Housing.

The residential development firm required the permit in order to proceed with plans to build 28 homes because the project site was host to a number of threatened California gnatcatchers. With the permit, Western Pacific Housing can remove existing vegetation and displace the gnatcatchers from the property.

The site, surrounded on three sides by residential development, had been previously disturbed and revegetated with an inappropriate mix of desert and coastal native plants. The revegetated scar is not a plant community even though it is being used by the gnatcatchers for foraging.

RECON is a leader in the preparation of habitat conservation plans and has obtained individual take permits for regional HCPs, including the Stephens' kangaroo rat in Riverside County, the northern spotted owl in the redwood zone of Coastal California, the desert tortoise in Southern Nevada, and for multiple species in Travis County, Texas. RECON is currently developing a multiple species conservation plan covering over 5 million acres in Clark County, Nevada.

Founded in 1972, RECON is an award-winning environmental consulting firm serving the Inland Empire and San Diego County. Corporate offices are at 4241 Jutland Drive in San Diego.
Does Chemical in Gas Mean Cleaner Air, Dirtier Water?

by Stacy Gallard

It started out as a chemical success story. A by-product of refining crude gasoline, methyl tertiary butyl ether (MTBE), was found to be effective when blended into gasoline as an oxygenate, causing gasoline to burn more efficiently in a car's engine. This resulted in decreasing the amount of pollutants emitted from a tailpipe.

MTBE was incorporated into gasoline in 1979 and later used to boost octane levels to remove lead from gasoline. The success of MTBE seemed to continue when State air-quality officials gave glowing reports on how the chemical was acting as a deterrent in air pollution in such areas as Long Beach, Los Angeles and San Francisco.

"It actually was utilized originally just to make sure that it [gasoline] met the federal standards for emissions," said Juan Guerrero, Diamond Bar based senior geologist with Kleinfelder, Inc., an environmental consulting firm. "It did lower emissions and it helped respiratory problems — so people with asthma could breathe a little better."

Guerrero said that MTBE has improved the smog levels in California's air for 20 years.

MTBE's rise to glory began to fade when evidence was found that the chemical was also contaminating the drinking water supply. Apparently, some underground gasoline storage tanks were inadvertently leaching MTBE into the ground water.

According to Guerrero, the chemical does not have a distinctive taste or color, but it does have a definite odor. The odor has been commonly smelled at tanker trucks.

According to Kurt Berchtold, assistant executive officer for the Santa Ana Regional Water Quality Control Board, testing for MTBE includes a chemical analysis scan of water samples taken from testing wells that are installed at construction sites or an area that has a suspected underground gasoline tank. The samples were then tested to see if it reaches a proposed drinking standard of 5 parts per billion (ppb).

Berchtold also said that such testing is required by state law and includes all regulated sites that had underground gasoline tanks. "It actually was utilized originally just to make sure that it [gasoline] met the federal standards for emissions."

State and federal laws also require all underground tanks installed prior to 1984 to be removed, replaced or upgraded by Dec. 22.

The leakage of MTBE in ground water was first reported in Anaheim by the Orange County Water District. The agency found the chemical levels to be high in the drinking water. At the time, it appeared to be an isolated incident, the levels of MTBE had dropped, and no drinking-water wells were affected.

In the summer of 1996, the worst case scenario happened in Santa Monica. According to Guerrero, the city of Santa Monica's drinking water levels were cumulatively contaminated with MTBE. This was caused by a leakage in one of the underground storage tanks. All of the city's wells, which provided 80 percent of the population's drinking water, had to be shut down, and the cost of replacing the water supply was $5 million per year.

"To replace the gallons of water that can no longer be produced by the city of Santa Monica for its residents, the potential responsible parties — major oil companies (Shell, Chevron, Mobil and Exxon) — have to foot the bill to import water or replace the water that has been tainted with MTBE," Guerrero said.

Guerrero believes that the reason why there are no active laws set in because the data on MTBE is still limited. He acknowledges that "Right now it's in its infancy. There's so much data that isn't known that we don't have the answers," Guerrero said.

While MTBE may smell and taste terrible, how does it affect humans and animals? As it has been reported to cause cancer in lab animals, the chemical is currently considered by the U.S. Environmental Protection Agency (U.S. EPA) to be a possible human carcinogenic. Until it is proven that MTBE actually causes cancer in humans, the California Environmental Protection Agency has, according to George Aletter, deputy director of scientific affairs, Office of Environmental Health Hazard Assessment, proposed a level of 14 ppb of MTBE in the drinking water as a "public good for lifetime exposure."

continued on Page 25
Coast Grain on Ontario has plans to increase its food supply to Island Empire animals—it is building a facility in Ontario. The reason the facility is being built is to keep a competitive food price for our customer base here locally, so we can help maintain their business here as long as possible," said Barry Koza, bi-products manager of Coast Grain.

How to Survive a Regulatory Inspection

This article was provided by IPEC Global Inc.

A regulatory agency inspection or search can be extremely disruptive to your company. The first step a company can take is to prepare for the inspection. The following is a checklist of some key elements every company should have in place as part of its procedures to minimize the disruption to the work environment and to manage liabilities.

Preparation

1. Have a list of key personnel and contact information available.
2. Keep records of all equipment and hazardous chemicals stored on the premises.
3. Develop a plan for handling hazardous material spills.
4. Have a plan in place for emergency evacuation.

Inspections

1. Be aware of the type of inspection that will be performed.
2. Have a list of questions to ask the inspector.
3. Be prepared to answer any questions the inspector may have.
4. Be aware of your rights as an employer.

Conclusion

By following these steps, you can help ensure a smooth regulatory inspection process and avoid any potential liabilities that may arise.

Coast Grain to Expand Feeding of Area Animals

Coast Grain of Ontario has plans to increase its food supply to Island Empire animals—it is building a facility in Ontario. The reason the facility is being built is to keep a competitive food price for our customer base here locally, so we can help maintain their business here as long as possible," said Barry Koza, bi-products manager of Coast Grain.

The facility is being built two miles from the Ontario Airport at 5355 E. Airport Drive. Construction began in May and construction is expected to be completed by January 1999. Coast Grain already has a milling facility on site.

The new facility is being jointly developed by Coast Grain, The Scotia Company and Union Pacific Railroad.

Both Coast Grain and Scotia have an existing customer base in the Island Empire and they expect to service those customers from this new facility.

The facility will have the capacity to receive up to one hundred rail cars at one time.

The Scotia Company, Coast Grain's partner in the new company (USC LLC) is out of Omaha, Nebraska, and trades grain all over the United States.

Coast Grain has been receiving ingredients via truck as well as rail. When the facility is done, raw ingredients will primarily come in by rail.

Some of the grain will be mixed with other feed, but it will all be processed, steamed and rolled. Then it will be sold to Coast Grain customers as straight corn or straight oat feed or mixed with other grains.

The new facility will require 14,000 feet of track. That's where Union Pacific railroad's grain cars are partners because nearly all the track will be built on their property.

Regional Water Quality Control Board, Department of Public Works, etc.). Remember, any waste management violation could result in a fine and record keeping violations regarding the storage, treatment and disposal of hazardous waste — can continue on Page 51
Environmental Companies Serving the Inland Empire

August 1998

continued from Page 24

Company Name | Slogan (Slogan) | Regional Headquarters | 3rd-Train Headquarters | Specialist | Charter | Top Local Exec. | Telephone/ Fax

BMT Environmental, Inc. | 800 S Wood Rd. | Roseville, CA 95747 | BMT Environmental, Inc. | 800 S Wood Rd. | Roseville, CA 95747 | Water Quality Control | 916-988-6810, Fax: 916-988-6811

RMI Environmental, Inc. | 800 S Wood Rd. | Roseville, CA 95747 | RMI Environmental, Inc. | 800 S Wood Rd. | Roseville, CA 95747 | Water Quality Control | 916-988-6810, Fax: 916-988-6811

Rinco, Inc. | 200 S Wood Rd. | Roseville, CA 95747 | Rinco, Inc. | 200 S Wood Rd. | Roseville, CA 95747 | Water Quality Control | 916-988-6810, Fax: 916-988-6811

TRE Environmental Corporation | 800 S Wood Rd. | Roseville, CA 95747 | TRE Environmental Corporation | 800 S Wood Rd. | Roseville, CA 95747 | Water Quality Control | 916-988-6810, Fax: 916-988-6811

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continued from Page 17

room luxury destination with tennis courts, pools and formal gardens. The spa recently made the Best of the Best list in the June issue of the Robb Report.

Community Bank Names Upland Branch Manager

Community Bank has appointed Deborah G. Gallagher manager of the firm’s Upland office. Gallagher, a first vice president, has been associated with Community Bank for eight years.

With the use of health care resources and now in training, Westerull is continuing the efforts of a small group of visiting physicians and laymen, Pumerantz said. In 1977, at the request of a small group of physicians and laymen, Pumerantz founded the College of Osteopathic Medicine of the Pacific.

People, places...

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Enriching Your Career ...

continued from Page 3

returning to school to complete an undergraduate or an advanced degree, what are the most important factors in considering a school to attend?

These questions were asked to college presidents and business school deans in such schools as California State Polytechnic University, Pomona, and California State University, San Bernardino.

California State Polytechnic University, Pomona, President Bob H. Suzuki

Q. How critical is an undergraduate or an advanced degree in today's employment market?

A. Anyone wishing to have a higher paying job in a profession that will be challenging and interesting will have a far better chance of pursuing such a career with a college degree. In fact, life-long learning is becoming increasingly a fact of life in the real world, and new knowledge and skills will have to be learned on an ongoing basis with the rapid changes taking place in our economy. As we enter the new educational age, which has provided an individual with the knowledge of how to learn continuously, is a basic foundation on which the individual can build.

Q. What new programs or courses are you offering this fall that set your college apart from others?

A. Our programs are constantly changing to reflect the needs of society change. For example, in our College of Agriculture, students are involved in the process of using advanced manufacturing through the Apple Park and Research Center, which has been funded by the federal government. They can also pursue studies in value-added food processing, which is an increasingly important component of the cultural industry in California.

Programs throughout the university are being adapted for the Internet, and Cal Poly is one of the leaders in enhancing the teaching and learning process through the application of educational technology. A number of programs on campus are developing various applications of Geographical Information Systems (GIS), which is a powerful tool to link places with databases in numerous fields, such as business, geography, and urban and regional planning. Cal Poly Pomona is one of the first campuses to offer a baccalaureate degree in biotechnology, a field that is rapidly developing in the greater Los Angeles area.

Q. When returning to school to complete an undergraduate or an advanced degree, what are the three most important factors to consider in selecting a school to attend?

A. 1. Does the institution offer the program in which the student is interested? 2. Is the institution accredited? 3. Cost to the student.

University of La Verne, President Stephen Morgan

Q. How critical is an undergraduate or advanced degree in today's employment market?

A. We find that a degree is increasingly important. A growing percentage of those seeking jobs have a degree, making the job market extremely competitive. Degrees are becoming important basic credentials.

Q. What new programs or courses are you offering this fall that set your college apart from others?

A. We have revised our curriculum to provide more emphasis on experience for our students through internships and practicums. We also work with employers to assess their changing needs and revise our academic programs accordingly. We continue to maintain our traditions of small classes.

Q. When returning to school to complete an undergraduate or advanced degree, what are the three most important factors to consider in selecting a school to attend?

A. The California Baptist University (CBU) offers a blend of academic and personal growth, providing a supportive environment for students to access academic knowledge and grow in their personal and spiritual development. CBU is committed to providing a quality education that prepares students for successful careers and meaningful lives.

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Sheldon Lisker

Sheldon Lisker’s responsibilities are many and varied. As associate dean of University of California, Riverside, under (UCR) Extension, he is the program director for the Extension’s numerous classes and programs in business and management, computer science and information management, engineering, liberal arts and social/behavioral science.

Sheldon Lisker has performed managerial, budgetary and training functions within Extension. Lisker joined UCR Extension in 1967 as assistant dean/program coordinator and has served as associate dean since 1973. Prior to coming to UCR Extension, he was an English language instructor with the Peace Corps in Thailand.

Lisker said he particularly enjoys working with professional and business organizations to plan their educational and training programs. He speaks regularly to such groups about continuing education, and he has held various positions in schools and universities in the United States, Canada and Europe.

Stephen C. Morgan

Steve Morgan is a leader and believes passionately in higher education and the philosophy that at the University of La Verne (ULV) people are able to pursue their dreams.

Under Morgan’s leadership, the university is a model institution of higher education in the state. Under the university’s CEO, he is responsible for an annual budget of $50 million, a staff of 480 and a student body of nearly 6,000.

Prior to joining ULV as president in 1985, Morgan was at the University of Southern California (USC) and the Independent Colleges of Northern California. He holds a master’s degree in educational administration from USC and a doctorate in educational management from the University of Northern California.

In addition to his responsibilities as president of ULV, Morgan is a past member of the American Osteopathic Association (AOA) as well as a past chairman of the Osteopathic Physicians and Surgeons of California’s Committee on Postgraduate Training.

Prior to his work at COMP, Kasovac was the vice president of medical affairs and director of medical education at Phoenix General Hospital while he worked for the Phoenix General Health System in Phoenix, Arizona. He also worked as a private practice family physician for 15 years in Phoenix.

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Before he earned his law degree, Douglas Ames was a scientist and entrepreneur whose 15-year-old Huntington Beach company, Transphase Systems Inc., developed and manufactured a thermal energy storage system that stores cooling capacity at night and dispatches it during peak-daytime hours to cool large commercial-industrial facilities.

Then, David or Ritter, an attorney, encountered Goliath in the form of Southern California Edison Company. Regarding Transphase as a competitor, the big public utility began to renegotiate contracts about four years ago until the small company effectively went out of business. Now Ames is taking the Southern California Edison to court.

Ames graduated from Western State University College of Law in Fullerton in May and will soon take the bar exam. "Studying law has given me some good tools to fight back in the legal and political arenas and to do so more effectively," Ames said.

Before starting law school, Ames said he did a lot of lobbying and regulatory work at the California Public Utilities Commission (PUC).

"Over the years, I've been involved in many legal and regulatory battles with the PUC," Ames said. "One of my frustrations has been that I was not able to ignite my case directly before judges.

Ames has added that he has come to have a very negative view of regulatory agencies that catering to the utility monopolies. While he does not want to become a regulatory attorney, Ames is considering becoming a business litigation lawyer who would provide legal representation not only for Transphase but for other small energy corporations trying to keep affluent in the wake of the Edison freeze-out of their operations.

**Entrepreneur to Argue His Case in Court**

Ames, who graduated from Western State Magna cum laude, said that he found his law classes in contracts, legal writing and intellec-tual property "very applicable to what I'm doing." He then said that even constitutional law will have direct bearing on the pending deregulation of the electric utility industry because deregulation involves "some very large constitutional law issues."

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**enavigable, these small energy corporations trying to keep affluent in the wake of the Edison freeze-out of their operations.**

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WE COLLECT FOR OVER 40,000 BUSINESSES NATIONALLY WITH OVER 90% SUCCESS RATE.
CSUSB Expands Graduate Programs to Meet Professionals’ Demands

by Elder C. Lewis and Sue Greenfield

The School of Business, Administration, and Economics at CSUSB has expanded its graduate programs in business and public administration to several off-campus locations in the Inland Empire.

In 1997 Steven Mintz, then dean of the School of Business and Public Administration at CSUSB, led the graduate school into an arrangement with Arrowhead Credit Union to offer the master of business administration (MBA) program at Arrowhead’s offices, primarily for their employees.

Before that, MBA courses had been offered solely to on-campus students. The arrangement with Arrowhead resulted from CSUSB President Albert Kaging’s directive that, where appropriate, the university should provide convenient and friendly programs to the community.

The Arrowhead program is offered in Arrowhead Credit Union’s offices at times and a location convenient to their employees. Part of the program is offered during evenings or Saturdays, thus requiring the employee to make a commitment to the program as well:

Arrowhead pays for student fees, textbooks, and any other materials. The University’s Extended Education Division arranges to have all materials, including textbooks, delivered to the location of the classes, while the university’s regular full-time faculty teach the courses.

The regular MBA program includes five components. The first component exposes each student to functional areas of marketing, finance, management, information management, and accounting and is required of all students. The second component permits students to concentrate their studies within one area of business. Arrowhead students, all concentration courses are financial, given the focus of their careers and the program admission requirements.

Currently, the MBA program has locations in Ontario and Riverside with full-time, highly qualified faculty members teaching at these sites. The MBA courses meet for four hours per week, usually one evening or on Saturday morning, for 10 weeks.

The off-campus MBA programs are experimenting with distance learning approaches that permit students to access lectures and reading assignments 24-hours a day from home.

The MBA program includes eight specified courses relating to policies and management and administration of public organizations. Four additional elective courses deal with student-centered objectives and are selected in consultation with a faculty advisor.

Because the University of California is eager to develop similar programs with other businesses in San Bernardino and Riverside counties. To make the program effective, there should be a minimum of 15 students.

While the Arrowhead program offers a concentration in the finance area, other businesses might be interested in developing a program in information management, marketing or human resource management. The university is also prepared to offer general management concentrations, which would be offered in advanced courses in several functional areas rather than in a single functional area. Interested companies can contact Sue Greenfield, director of the MBA program, at (909) 898-5759.

The MPA

CSUSB’s master of public administration (MPA) program is offered at various off-campus locations convenient for students and has been offered off campus for several years. Use of the Arrowhead MBA program, the MPA is not offered to employees of a single employer. The university usually obtains facilities at a government location and offers the program at no cost to their employees who meet the program admission requirements.

Currently, the MPA program has locations in Ontario and Riverside with full-time, highly qualified faculty members teaching at these sites. The MPA courses meet for four hours per week, usually one evening or on Saturday morning, for 10 weeks.

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Enchancing your career...

continued from Page 33

are available), five days per week. Class time included lectures, hands-on networking labs, examination preparation and some in-depth discussion. Homework included reading between 300 to 500 pages of technical material per week.

Most weeks of the class were focused on a specific Microsoft networking system product or on the hardware and engineering involved in establishing an operating network. After completing each class, a few days were devoted to test preparation.

The big day

To become certified as a Microsoft or Novell administrator or engineer, a series of computer-based tests must be successfully completed. To become an MCSE, each prospective network engineer must pass six computer-based tests. Among the required tests are core systems and a number of optional systems. The core systems include Networking Essentials, Enterprise Networking, Microsoft NT Server and one other operating system (i.e., Windows '95 or Microsoft NT Workstation). The optional courses include, but are not limited to, Microsoft Internet Information Server, Microsoft SQL Server and network protocol bundle TCP/IP.

Book knowledge alone will not come close to passing grades in Microsoft's computer-based testing program. A majority of the questions deal with real-life networking situations that require interpretation and hands-on application knowledge. The tests are administered in a soundproof room with a number of other testing stations under the watchful eye of an administrative officer.

The limited amount of time to answer the questions, test takers immediately learn their results upon completing the exam. A print-out indicates the total score and the percentage of correct answers in six testing categories: planning, installation and configuration, managing resources, connectivity, monitoring and optimization and troubleshooting. An overall passing score in the 80 percent range is generally required.

By passing any of the core system program tests, such as the Microsoft NT Server exam, the initial designation of Microsoft Certified Product Specialist (MCPS) is bestowed upon an individual. Only upon completing all six exams successfully is the coveted MCSE title awarded.

While I have two exams yet to complete for the MCSE, I found an exciting career opportunity with a small high-tech telecommunications software-design firm in China. My unique combination of creative marketing talent and experience, along with my newly learned understanding of computer networking technology, were a perfect fit with this company's needs.

My plans are to complete the MCSE program someday. But for now, I am enjoying a great career opportunity with a dream job that combines my long-time career skills with my newfound technological training. In addition to designing the company's marketing programs, this position offers the opportunity to develop computer-based training programs, write product documentation, conduct on-site training programs and assist with customer technical services.

Without the technological tune-up of my career, I am certain that my marketing-only skills would have resulted in another dead-end position. Isn't it time you tuned up your technological skills?

Bill Cortus is the marketing manager for Altos Tacon Inc., a software and hardware design firm in telecommunications and call-center industries.

University of La Verne...

continued from Page 33

ensure their current and future survival.

Managed care programs

In response to changing health care environments, ULY offers two programs specific to managed care: a certificate requiring two summer seminar units (which applies to a graduate degree) and an MBA with a concentration in managed care.

Get Turned On to Internet business.

Introduction to your company to business on the Internet, tap into new growth industries. These professionals must understand the aging process, have special skills in working with the elderly, and have the ability to manage the organizations that provide services for the elderly and their caregivers.

ULY offers graduate programs in gerontology that feature an innovative, multidisciplinary approach designed specifically for professionals in mental health, human and social sciences, health services management and public administration.

Students can pursue the master's degree in gerontology, with concentrations available in counseling, health services management or public administration, or the certificate in gerontology.

Two unique aspects of ULY's program are the opportunity to complete an internship and the ability to transfer certificate courses into the gerontology master's program.

Survive and thrive

According to Day, "Our students are prepared not only to survive changes but to thrive with competencies. Our degrees give health care professionals choices and the confidence to be proactive participants in new health care environments."

Deborah Mandabach is the director of public relations for the University of La Verne.

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U.S. General Services Administration

ProMed adds San Antonio Medical Group to Its Network

ProMed Health Network recently announced the acquisition of San Antonio Medical Group (SAMG), based in El Paso, Texas, one of the oldest and largest independent physician groups in the area with a roster of more than 150 physicians.

Under the new ownership, San Antonio Medical Group and San Antonio and will be managed by ProMed Health Care Administrators. Earlier this year, ProMed announced the acquisition of Rancho Medical Group in Rancho Cucamonga.

Serving several hundred thousand patients, employers and managed care organizations, ProMed Health Network is the largest provider group in the Pomona Valley region of Southern California. It contracts with all major HMO/PPO plans and continues to build new relationships and expand its service area, which includes San Diego, the East San Gabriel Valley, and the South Bay.

ProMed Health Network shareholders also own ProMed Health Care Administrators, a provider-based medical services organization providing comprehensive management and administrative services to independent practice associations (IPAs), medical groups, employer groups and HMOs. The network's principals are practicing physicians who were instrumental in the development of managed care in the region and formed their first IPA nearly 20 years ago.

Today, the Pomona-based corporation employs 65 people, including a full-time medical director and a full-time nurse. For more information, call ProMed Health Care Administrators at (909) 620-5252.

Additional information is provided online at www.promedhc.com.

Monteria Plaza's Evening at the Plaza..
continued from Page 3

Ernst & Young executive ... 
continued from Page 3

Newport developer ... 
August 1998

Empire Business Journal
Page 37

Ernst & Young expects 10 new businesses.

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Page 36

Ernst & Young expects 10 new businesses.

CON

Proposition 9...

As a result, in spite of our improved economy, passage of this misguided initiative could result in significant reductions in vital public services — such as education, police or fire — and potentially a huge tax increase, placing California’s economic recovery at risk.

In addition, according to the state’s largest bond counsel, Orrick, Herrington & Sutcliffe: “Proposition 9, if approved by the voters and sustained by the courts, could result in the bankruptcy of a number of California local governments to sell their own bonds, notes, certificates of participation and other financial instruments.” This could increase the costs on all projects that rely on state and state bonds.

Under Proposition 9, our new competitive marketplace would be replaced with more bureaucratic and tape and legal entanglements.

Proposition 9 can’t deliver on its promises. It is bad for electricity consumers, bad for taxpayers, bad for business and bad for California’s economy. As more and more voters learn about the consequences of Proposition 9’s passage, it will undoubtedly be overwhelmingly rejected at the ballot box.

Sandovol is chairman of the Coalition of 11 Inland Empire Hispanic chambers. He is publisher and owner of Inland Empire Hispanic Lifestyle magazine with a current readership of 15,000. He has served as a presidential delegate of the Greater Riverside Hispanic Chamber of Commerce.

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**Employment/Service Agencies**

**Whose Employee Is It, Anyway?**

by Stephanie DaPré

With contingency staffing growing at a record pace, the Equal Employment Opportunity Commission has recently undertaken the tangled task of determining who is exactly responsible for the ever-increasing temporary work force. Between 1991 and 1997, the temporary services industry grew by 100 percent. Statistics compiled by the National Association of Temporary and Staffing Services (NATSS) show that as of 1997, the temporary help industry employs more than 2.3 million people. In 1991, the figure was 1.15 million.

It is interesting to note that the professional sector of the temporary help industry, including accounting, sales and management, accounts for a large part of the industry’s rapid expansion. The explosive growth of employment services shows no sign of slowing down as long as unemployment remains low, because companies need their services in finding and recruiting the most qualified talent. As the industry continues to grow, it is important to understand who is responsible for liability issues such as nonpayment of overtime, failure to comply with occupational safety and health requirements, unemployment, Family and Medical Leave Act and Americans with Disabilities Act requirements, unfair employment practices, etc.

Staffing firms may assume they are not responsible for some or all of the above that occur on the client work place. Clients assume they are not the employers of these contingent workers and therefore have no legal liability to these workers. But as guidelines recently issued by the EEOC explain, both the staffing firm and the client share legal liability associated with employment of temporary workers.

Typically, the staffing firm is considered the employer of temp workers because it retains, screens, hires and sometimes trains the workers. It sets and pays the wages and hours, withhold taxes and social security, and provides workers’ compensation coverage. But as the EEOC guidelines point out, the client company is often also considered the employer of temp workers because it controls those persons’ working conditions, supervises the individuals and determines the lengths of the assignments. Where both the staffing firm and the client both have the right to exercise control over the employees’ work, they are considered joint employers.

In a joint employment situation, all of an employee’s work during the week is considered one employment and all employers are responsible for compliance with antidiscrimination laws. This means that should any claims arise pertaining to wages and hours, workers’ compensation, unemployment insurance, discrimination, the Family and Medical Leave Act or OSHA requirements, the staffing firm and the client company will most likely have to share the responsibility.

Given the unique, dual employer relationship that contingency staffing creates, it is a good idea to work in advance what responsibilities fall to the staffing firm and what responsibilities fall to the employer.

Reputable staffing agencies have extensive experience in this area and will help to make the distinctions clear. The EEOC guidelines explain in great detail the specific liability and how to allocate any liability issues arising. But as a general rule, you should consider your staffing firm your full partner in business, in good times and bad.

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“We know the challenges facing today’s businesses have never been more demanding,” said Eric Capogrosso, Laborforce president/CEO. “Ever-changing and complex employment laws, endless governmental filings and skyrocketing workers’ compensation claims have companies everywhere reinventing how they do business. Many are finding workable solutions in what is commonly referred to as professional employment organizations (PEOs).”

Laborforce becomes the administrative employer of your staff and is responsible for the payroll and human resource administration of your company. You will retain control of operations and policy matters, including supervision, salary, bonuses, vacation and sick leave. “Imagine, no more payroll headaches,” Capogrosso said. “Laborforce pays employee wages and workers’ compensation contributions, withholds and remits pay roll taxes, maintains numerous federal and state tax and pretext accounts, and provides your employees with a comprehensive benefits package. In effect, Laborforce becomes a highly-specialized and cost effective means of managing the human resources component of your business.”

Mary Park, Laborforce marketing executive, estimates that the average business spends 25 percent to 39 percent above gross payroll on personnel administration. A PEO is capable of substantially reducing that figure.” Park said. “Unlike other PEOs that charge fees of 3 percent to 5 percent of gross payroll for its services, Laborforce only charges a fee of 2 percent.”

Laborforce is expanding to the Inland Empire and Orange County. For more information, call (909) 640-9445 or (310) 271-8948 or (310) 996-8970.

Dedicated to helping our clients prosper, Laborforce has proven time and time again that sometimes the better way of conducting business is the new way.

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**Labor Force**

Excelling a better tomorrow for your business today!
(310) 271-8948 or (310) 996-8970

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**Feeling Overwhelmed?**

Take a deep breath, the good news is that there is help available. Consider Designating Laborforce as the administrative employer of your staff. Laborforce will assume responsibility for the payroll and human resource decision of your company while you retain control of operations and policy matters, including supervision, salary, bonuses, vacation and sick leave. Contact Laborforce for more information.
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“Laws were made to be broken”
Christopher North, May, 1830

“Had laws not been, we never had been blam’d; for to know we sinn’d is innocence”
Sir William Davenant

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Key findings from the survey include:

1. The demand for software talent continues to grow, with 88% of respondents reporting an increase in software staffing needs.
2. The most in-demand software skills are Java (43%), .NET (38%), and Python (32%).
3. The top reasons for hiring software talent are project deadlines (74%), increased demand for applications (65%), and improved productivity (62%).

To learn more about Thomas Staffing’s software staffing solutions and to access the full survey report, visit http://www.thomasstaffing.com/software-staffing.

INLAND EMPIRE PEOPLE

Antonio DiPaola

Antonio DiPaola is a well-known figure in the local software staffing industry. He has been in the staffing business for over 20 years and has helped countless organizations find the right software talent for their needs.

DiPaola is also a strong advocate for the software staffing industry and is a frequent speaker at industry conferences and events.

In his free time, DiPaola enjoys spending time with his family and playing golf. He is also an avid reader and enjoys learning about new software technologies.

If you are looking for software staffing solutions, contact Antonio DiPaola at Antonio.Dipaola@thomasstaffing.com or call (909) 555-1234.

INLAND EMPIRE'S LARGEST EMPLOYERS

Thomas Staffing has compiled a list of the largest employers in the Inland Empire, based on the number of employees.

1. Amazon.com - 50,000 employees
2. Google - 45,000 employees
3. Facebook - 30,000 employees
4. Apple - 25,000 employees
5. Microsoft - 20,000 employees

These companies represent a significant portion of the workforce in the Inland Empire and are major contributors to the local economy.

If you are looking for software staffing solutions, contact Antonio DiPaola at Antonio.Dipaola@thomasstaffing.com or call (909) 555-1234.
California State University, San Bernardino, Dean of the School of Business Steve Minz: “A degree is essential. What’s more important is to develop the critical skills needed for success in business, i.e. communication, leadership and decision making.”

A. A degree is essential. What’s more important is to develop the critical skills needed for success in business, i.e. communication, leadership and decision making.

Q. What new programs or courses are you offering this fall that sets your college apart from others?

A. 1. Small business consulting course.

Q. How critical is an undergraduate or advanced degree in today’s employment market?

A. A degree is essential. What’s more important is to develop the critical skills needed for success in business, i.e. communication, leadership and decision making.

Who’s Who in Internet Service Providers

Richard Lesh

Richard Lesh, president of Keyway Internet Services, was born in 1966 in Sierra Madre. His long-time passion for the Internet began in 1985 when he first realized that entire books of information could be transferred across the globe in minutes. He foresaw a day when everyone worldwide would have rapid access to the information they needed, from doctors researching disease to third world farmers looking for solutions to crop failures.

Realizing there was an opportunity to participate in this worldwide information network, Lesh said he founded Ontario’s first Internet provider, Keyway, in 1995. In addition to Internet access and Web page design, Keyway offers consultative services in the area of design and construction of both local and wide area networks.

Today, Lesh spends most of his time managing operations and making sure all the different components of Keyway are running optimally — a 24-hour-a-day job that he enjoys.

Despite his busy work schedule, Lesh still finds time to help with many worthy causes in the community. Whether it is supporting local police and firemen’s associations, or giving a free website to nonprofit organizations like The Kimo Bear Project for children on chemotherapy and PKU Parents of California, a Phenylketonuria support group, or organizing blood donations, or putting information about a missing child on the Keyway website, he believes that helping others is something that Lesh feels strongly about.

“Today, the responsibility of businesses is to respond to the needs of their communities and help out where they can,” Lesh said.

Dolores Decker

B orn in New York, Dolores Decker moved to Puerto Rico with her family at the age of eight. Times were tough growing up and she learned the value of money at an early age. She worked her way through college in a credit union that gave her a strong foundation in her chosen profession of accounting. She eventually earned a bachelor’s degree in finance and accounting.

After graduation in 1980, she went to work as an accountant for a construction company. She specialized in pre-fab housing. She flourished in the environment and was soon promoted to assistant comptroller.

“Life was very good at that time in my life, that is, until my new car was stolen,” Decker said. “I was so discouraged that I decided to take a trip to visit my best friend, who had moved to California from New York. She’s been here ever since.”

After having worked at several companies as a senior staff accountant and finding herself hit with a gloomy work climate, she decided it was time to make a change. After discussing it with her husband, a computer manager with a large Southern California entity, they decided to start their own computer-based business. This was the birth of Icelan, an Internet computing center based in Pomona.

“We looked at how technology was moving faster than people could keep up with it,” Decker said. “Businesses and individuals really have no place to turn for advice on how to go about what technologies they should invest in. We believe that helping businesses save time and money with respect to technology was the right direction for us to develop our business. They opened Icelan in April, an online computing center where businesses and individuals can come to experience and learn about new technology as it comes to market.

In one instance, their goal of saving businesses time and money was achieved recently when one of their clients saved the company thousands of dollars in computer downtime. When one of his servers crashed, he needed to download a number of files from his vendor’s website. He was able to download in 10 minutes what it would take nine hours to download at his office. The server crucial to the operation of the business was costing the company hundreds of dollars per hour in lost production.

“Since we opened Icelan in April, we’ve begun a unique approach of offering a complete computer solution to our clients. We can help a small business get online in a matter of days or help a large corporation get online in a matter of weeks,” Decker said.

Dolores Decker
Christopher A. Moss

Construction

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Corona

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Hemet

NEW 26192-26224 Avenida Tigre
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San Bernardino

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Advancing Your Business with Electronic Commerce

Electronic commerce probably won't oblige the need for retail shopping malls, but it has no doubt that the digital storefront is rapidly moving merchandise in increasing numbers. It is pertinent for companies to make their products or services available to Internet shoppers. Credit/debit cards to stay competitive. In this Q & A, Allan Thome, business development officer and electronic commerce specialist at Imperial Bank, explains the advantages and some of the safety issues involved with an electronic commerce-enabled website and the merchant's relationship with their bank.

Q: What is electronic commerce and how is it beneficial?

A. In essence, electronic commerce is the end-to-end digital exchange of all information needed to conduct business. There is a vast difference between an Internet presence and electronic commerce. With a website, most companies have a minimal presence that is often referred to as "brochureware." This approach enables potential customers to obtain basic information about a company's products or services, addresses, telephone numbers, location maps of the closest stores and offices, or access to promotional information.

An electronic commerce-enabled website not only provides a vehicle to expand your current market penetration but an opportunity to capitalize on increased sales, customer retention and an enlarged customer database.

Electronic commerce also provides a company with a cost effective method to push information to its customer base similar to the traditionally expensive camera cable and mailbox channels. A company without an electronic commerce presence is synonymous with a business opening a store without a cash register and placing an "out-to-lunch" sign on the door. Electronic commerce prohibits your business from being eliminated as a potential candidate for patrons.

Q. Why should a company consider electronic commerce?

A. The Internet audience has grown considerably and will continue to increase dramatically over the next decade. Current reports from Visa and MasterCard place the 1996 Internet sales volume at $70 million, with explosive estimates of $7 billion by the year 2000. According to a FSD/SVP survey, more than 55 million Americans are poised to become Internet users.

"Electronic commerce represents one of the fastest growth areas in the Internet today," commented Nick Rothenberg, managing partner of USWeb/Los Angeles. "Every transaction-based business will have to move to Internet-based electronic commerce in order to stay competitive."

This growing audience is also very targeted. The editor-in-chief of Internet World made a compelling argument in his March 9th Editor's Note titled, "The Commerce Conundrum." He stated, "To retailers, the Internet customer is doubly desirable. Not only does he have high disposable income, he is also low maintenance. You couldn't draw up a profile of a more ideal customer."

Companies with electronic storefronts offering products or services to this specific market are able to reach a widespread audience in a strategic, cost-effective manner.

Q. What are the major components that a company needs to be concerned with if it is interested in electronic commerce?

A. If electronic commerce is on your horizon, the first task is determining your Internet strategy. The second is deciding which functions, if any, to outsource. There are numerous coordinating efforts that need to be organized. Who will host your site? Does enough bandwidth exist to service your customers? Should you rely on your internal staff or a professional to design the new site? Do you have the necessary technical infrastructure? How will you cultivate consumer awareness and usage? How will you ensure the privacy and alleviate internal security concerns?

Q. How can a credit card transaction processing over the Internet? A. Visa and MasterCard are working diligently toward establishing an interoperable encryption protocol known as Secure Electronic Transactions (SET). The new SET protocol has been in beta tests for some time and the first version, SET 1.0, is now available in a beta version.

SET promises to deliver "mutual verification" of the cardholder as well as the merchant. This verification occurs when a certificate authority (CA), such as a bank, issues a digital certificate (DC) to the cardholder and merchant. The usage of certificates alleviates the necessity to transfer the credit card number over the Internet, greatly diminishing the associated risks to the merchant and cardholder. Visa and MasterCard are so confident of the risk mitigation effects of SET that new interchange rates (the main component of the discount rate) will be available to Internet merchants. It is predicted that this new interchange rate will rival present retail rates. For many businesses processing non-face-to-face transactions, this could equate to more than a 50 to 100 basis point reduction in discount rates.

The general card-holding public seems to view Internet transactions as unsafe. However, if an Internet merchant uses the SET encryption protocol, such as SET or Secure Socket Layer (SSL), then these transactions should not...
At deadline ...
continued from Page 1

Q. What stage of development does a company need to be in to maximize the benefits of electronic commerce?
A. Virtually any size company can maximize the economic impact of electronic commerce. The financial status, size and years in business are not as important as the adaptability of the company's products or service to the Internet. The Internet is a new and exploding distribution channel, and each company needs to analyze its own Internet potential. For example, electronic commerce allows instant access to text information, audio and video presentations, real-time and 24-hour electronic delivery of products and services, innovative service possibilities and entrepreneurial market niches.

Banks have been approached with numerous Internet business and marketing plans. Utilizing their historical experience is a tremendous asset in navigating a successful Internet presence.

The Best Western Heritage Inn, located in the heart of the burgeoning Inland Empire, less than five miles from the Ontario International Airport, Ontario Convention Center, and a variety of other attractions such as restaurants, movie theaters, parks, Convention located near the 10 and 15 freeways on Foothill Boulevard in the Rancho Cucamonga Business Park. The Heritage Inn has loyalty served the corporate community for over five years. Known for its commitment to service, quality and prompt response to the customer's needs. This corporate hotel is a six-story tower of first-class rooms and suites equipped with either one king or two queen beds. Standard amenities include voice mail, one-drawer desk area, fax and copier services, heated pool and spa, an exercise facility, and continental breakfast served daily. The Heritage Inn also contains multiple meeting rooms ranging in capacity from 5-175 people with a variety of different set-ups — also available is full-service catering. Recent upgrades to many of the hotel rooms include extra phone ports, workstations, desk lamps with data ports, deluxe coffee station, and other amenities to make it an office away from the office. The sixth floor is an executive level with exclusive card key access, and its own continental breakfast and daily newspaper delivery.

Call now for reservations, please call (800) 682-620 or (909) 466-1111 for local reservations.
Susan Nauss Exon

legal assistant, attorney and educator have been stepping stones for Susan Nauss Exon to reach her current position as director of law and public policy at the University of California, Riverside, Extension. Exon started the Department of Law and Public Policy two years ago and develops courses and special programs for attorneys, legal assistants, legal secretaries and others interested in legal, law-related and public policy programs.

Dennis Frank

Dennis Frank is the fourth director of the University of California, Riverside, Extension’s Temecula Center. He is responsible for program development, instructor identification, marketing and Extension advancement throughout southwest Riverside County. UC Extension opened the Temecula Center in 1997.

Frank came to UC Extension after serving as an executive director of the Temecula Valley Economic Development Corporation. He has 30 years experience in business, finance and economic development. He has served as CEO for several financial institutions and has held senior management positions in multinational companies.

The challenge and creative opportunities of providing educational programs to the businesses and residents of southwest Riverside County are especially enjoyable to Frank. He frequently speaks to organizations regarding educational opportunities and the need for continuing education in a rapidly changing business and professional environment.

Frank earned a degree in business administration from the University of Southern California, did graduate work at the University of California, Los Angeles, and holds a certificate in economic development management from UC Extension. He is president of the Murrieta/Temecula Group and director or member of numerous civic and professional organizations.

Kristian Miccio

Kristian Miccio, former director of the Project on Gender, Family and Policy Studies at the Center for Women in Government at the University of New York, has joined the full-time faculty at Western State University College of Law in Fullerton. Miccio is committed to integrating theory with practice, a mission that closely dovetails with Western State’s curricular emphasis on professional skills training.

As part of her clinical teaching, she designed an in-court program in conjunction with the Children’s Fund. The executive enjoys three outstanding, fully-hosted dinners: one at premier restaurants, such as the Sycamore Inn in Rancho Cucamonga, where she assisted the women as they negotiated the family court process. The following semester, her students represented battered women in family offense proceedings and on-custody matters.

She also taught in clinical rounds where—through the use of simulations, videotaping of student work in client interviewing exercises, and mock trials—students received intensive training in court procedures and trial techniques.

Ronald McDonald ...

The July event was hosted by Bill Anthony, publisher of the Inland Empire Business Journal, and chef Cheyanna Jaffke, who earned her LLM in taxation from the University of Washington in 2001, has joined the full-time faculty of Western State University College of Law in Fullerton. Jaffke is of Mohawk Indian descent, plans to develop and teach a course in Native American law and to implement a Volunteer Income Tax Assistance (VITA) program for the indigenous community.

IE Executives Raise Money for Children’s Fund

How to Survive ...

Continued from Page 25

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equal participation in the community. The Children’s Fund’s mission is to ensure that children who are at risk due to abuse, neglect, poverty, abandonment or circumstance, receive adequate food, shelter, clothing, medical care, education and an equal opportunity for social development.

For more information, contact Bonnie O’Connor, executive director, at (909) 387-4949.
Sittin’ on Tapas the World

by Joe Lyons

She’s had 7 different names, 16 identities and 21 homes. And she’s only five years old.

She’s one of thousands of children abandoned every year by someone who has and had. They run. Often, (often involving a constant displeasure in the form of beatings and detention) choose a desperate life of the run rather than risk losing their children.

If Child Find of Inland Empire is a part of this story, another point is a constant presence in the form of beatings and detention. If you need help, please call 1-800-256-0500 in California and 1-800-234-5877 in Nevada. If you need information on becoming a foster parent, call 1-800-256-0500 in California and 1-800-234-5877 in Nevada.

She’s been called ‘Spacious’, ‘Hematocrit’, ‘Chlorella’, ‘Temple’, and ‘Jewel’. Spacious, for her roomy, HMWALF, and her ability to accommodate all. Hematocrit, for her ability to accommodate all. Chlorella, for her green color. Temple, for her temple. Jewel, for her jewel-like qualities. But she’s been most often called ‘Lodge’. Lodge, for her ability to accommodate all.

The Lodge is a restaurant located in Inland Empire. It is a large, open space with a rustic, cozy atmosphere. The menu is extensive, offering a wide variety of dishes, including tapas, salads, and entrees. The Lodge is known for its friendly service and welcoming environment.

The Lodge has won several awards in the past, including the 2019 Best of Inland Empire award for Best Seafood Restaurant. It is a popular destination for locals and tourists alike.

The Lodge offers a wine list with over 500 selections, including both domestic and international wines. They also have a selection of local beers and cocktails.

The Lodge is located at 601 W. Main St., Inland Empire, CA 92545. For more information, call 909-555-1234 or visit their website at lodgetheplace.com.
Meeting the Community's Needs

continued from Page 37

Hospital

Both offers were rejected, but this most recent effort to consolidate the two hospitals, which actually appeared to move a hospital takeover, was a step backward in bringing the organizations closer together.

Why was this most recent "takeover" attempt a step backward? First, the process would have reversed Riverside Community into a nonprofit hospital encumbered by crushing debt. Riverside Community Hospital has "been there, done that.

Riverside originally started looking for an affiliation with a stronger financial partner (after early efforts at consolidation with Parkview failed) because it was a stand-alone nonprofit it was operating on the thin borderline between red and black. Both would become to compete the burdens of debt service and worsening managed care leverage to turn the company around.

Parkview is experiencing the same financial problems (suffering a 5.56 percent loss in fiscal 1996 and operating under a $16.7 million long-term debt burden), and for the same reason: a financial window searching for an alternative to stand alone status for several years.

Parkview’s proposed takeover of Riverside Community would have made no sense because Riverside’s partnership with Columbia has been a success story.

Since the May 1, 1997 affiliation, all of Riverside Community’s services have been maintained, and the following additional services have been added: a second hospital bed, a diagnostic imaging center, an inpatient rehabilitation unit, a women’s health center, behavioral health beds, a community hospital with a/Parkview to establish an oncology program.

In addition, employment at Riverside Community has increased 8.5 percent, payroll in debt service is saved annually by the elimination of long-term debt, and charitable care (we negotiated for Georgia Community with a strong charity care obligation) has increased 15 percent.

All this has occurred while the hospital has paid more than $600,000 in local taxes (something nonprofit don’t do).

Community Health Corporation has a $21 million investment in the state’s Advocacy General has mandated must be used for outpatient and inpatient health services and no purposes in the Riverside community.

So far, this endowment has been used to put defibrillators on the Fire Department’s emergency response vehicles and is about to be used to subsidize health insurance for the uninsured, to establish out-patient clinics in partnership with Riverside Community’s Health Services Agency, and to establish school-based health centers in Riverside schools.

Parkview maintains that preserving its nonprofit status ensures accountability to the community in the operation of its hospital, and that Riverside lacks this community accountability under Columbia ownership.

This criticism is far from true. Riverside Community has truly established a partnership with Columbia for the operation of Riverside Community Hospital.

The "broad-based board," and the Riverside Community Hospital Board, oversees the operation of the hospital to the same extent as Community Health Corporation did prior to the affiliation, when it was the hospital’s parent organization.

Ten out of the 12 LCL board members are community members with no affiliation with Columbia. Thus, Columbia and Community Health Corporation have created a tax-paying partner to help care services in the hospital and Riverside Community Hospital remains a strong and viable partner of cutting-edge hospital services in the community. Parkview has invited to join our partnership, and the door is still open for them to do so.

The only question is, "Why not?"

George Reyes, Eng. is a partner at Bear, Breyer & Krieger LLP and is a member of the Riverside Community Hospital’s Board of Directors.

Future Plans: "I’m going to open an office in San Bernardino and we also want to open an office in L.A."

"I think we are going to help women on welfare. As part of the new California Welfare to Work Program, the center will focus on teaching basic data entry skills as well as the basics of using a computer."

Location: JM Staffing is located at 615 E. Foothill Blvd., Suite A, in San Dimas. The agency, with its well-trained staff of 16, is an in-house operation that provides on-site training for both clerical and light industrial work.

For more information, call (909) 599-1494.
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Bankruptcy Law

The Hero Within: Six Archetypes and the Transformation of the Workplace by Carol S. Pearson, PhD., HarperSanFrancisco (a division of HarperCollins Publishers), San Francisco, California, 1998, 338 pages, $14 by Holton Lissman

The premise underlying Carol Pearson's popular self-help book is that life is a journey of discovery. What we inevitably find is that the way is ourselves.

This is precisely the point of all the hero tales in every culture around the world: the reason for the book's title. This is the third edition in 12 years of Pearson's book. The only major changes are the updated examples that make it more relevant today.

The major thrust of the book is that we each write the stories of our own lives and that we choose ourselves in these roles. These roles determine how we see ourselves at any given point in time. If this sounds like Jungian psychology, it is.

Pearson believes there are six major roles (or archetypes) we choose ourselves in. For themselves, we use all of them, but we prefer one above the others. This is the Hero, who sets off to achieve something important for himself and for others.

The Hero is the role we each play. It is the role we choose ourselves in. It is the role we see ourselves in. It is the role we become.

What does any of this have to do with business? For over eight to 10 or more hours every day, at our jobs, and we bring our lives with us. Our businesses (or archetypes) work with us. In many cases the corporate culture even works towards people for performing primarily one role at work.

Pearson cites the example of a company being quite prevalent in the business world. The Warrior stands his or her ground and accepts all challenges for the "honor" of over coming it. They have a need to see a particular outcome in which they are victorious. This can result in overkill where customers aren't satisfied and workers don't work together.

According to Pearson, it is possible to become the Warrior to achieve balance and become more effective in a business setting. She comments: "Often, after they have let go of their attachment to a particular outcome, when they have let themselves be blunted and directed there with no attendant wish to manipulate or make people possible, they discover that the results are better that they dared hope."

Pearson notes that each of these archetypes have value.

Best-Selling Business Books

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


2. "Reach for the Summit," by Pat Summit and Sally Jenkins (Broadway $25) Motivation from the coach of champion Lady Vols.


* (1) Indicates a book's previous position on the list.

Without the Magic, we allow ourselves to be swept away by circumstances without stopping to make conscious decisions.

The good news is that we all have each of these archetypes within us. Pearson believes that by recognizing the archetype and adjusting to the situation we face each day, it is possible to effect rather dramatic changes in our lives and become everyday heroes.

The real message of "The Hero Within" lies in learning to value diversity in people and using the diverse sources of strength within you to achieve strength and ethical goals. That's not a bad ambition for individuals and organizations. And, if you can find out how to achieve it for only $14, that's a bargain.
August 1988

INVESTMENTS

Top five, by percentage

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<th>Point Change</th>
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<td>163.90</td>
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ENDING PERIOD CROWELL & WEEDON WITH STANDARDS & POOR'S WEEDON STOCK SHEET

FIVE MOST ACTIVE STOCKS

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CEBV Valuations

End of Quarter Valuations

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<td>198.81</td>
<td>163.90</td>
<td>34.91</td>
<td>113.2%</td>
</tr>
<tr>
<td>Doral Bancorp</td>
<td>198.81</td>
<td>163.90</td>
<td>34.91</td>
<td>113.2%</td>
</tr>
<tr>
<td>PFE Bancorp Inc.</td>
<td>18.81</td>
<td>16.10</td>
<td>2.71</td>
<td>16.7%</td>
</tr>
<tr>
<td>Life Financial Corp</td>
<td>52.35</td>
<td>45.25</td>
<td>7.10</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

Net earnings for the first half of the year were $9.4 million. This represents an increase of $2.7 million, or 38.6 percent, over the net earnings for the first six months of the previous year.

For Insight on Inland Empire Business...

For more information, please call (909) 484-9765, ext. 27

CROWELL & WEEDON, INC.

200 N. Broadway

INLAND EMPIRE BUSINESS JOURNAL/CROWELL & WEEDON STOCK SHEET

494-9765 Ext. 27

NOTES:

* National R.V. Holdings Inc. split 1 for 2, effective 7/27/98; (B) Stock for 52 week high during the month, (L) Stock for 52 week low during the month. (M) Not Meaningful
The Ontario Chamber of Commerce Presents

"An Informational Seminar"

Guest Speakers from the U.S. Small Business Administration and the Inland Empire Assistance Center

Learn about their support and how to market a business to the Federal Government. This seminar is free to the business community.

When: Wednesday, August 12th
Where: P&F Bank and Trust
333 N. Euclid Avenue - Ontario
Time: 9:00 a.m. - 11:00 a.m.
RSVP - Ontario Chamber of Commerce
(909)937-2178

Business Link Networking Group is having its monthly meeting at Noon. The meeting will be held at the Skyliner at the Rancho Cucamonga Sports Complex, 9486 Rochester Ave. in Rancho Cucamonga. The event, hosted by Best Western Heritage Inn, will take place from 5:30 p.m. to 7:30 p.m. Reservations are recommended. For more information, call the Ontario Chamber of Commerce at (909) 937-2178.

11:00 a.m. - 11:30 a.m.
Regulated Equals—Business Networking in Ontario's High Tech Regions

Inland Empire Business Journal, August 1998

The Chamber of Commerce is holding a "Wake Up Bailey" breakfast meeting. This month's meeting will include a guest speaker, John Ewing from The Ewing Group, a business consulting firm, who will discuss the widening of Interstate 15. The event will take place from 7:30 a.m. to 9 a.m. at the Doubletree Hotel, 222 Vineyard Ave. in Ontario. The cost is $12 for members and $15 for nonmembers. For more information, call the Ontario Chamber of Commerce at (909) 937-2178.

The Employers Group is hosting a seminar titled "Management Workshop - For Team Leaders." The seminar will take place from 8:15 a.m. to 4 p.m. at the Employers Group Regional Office, Mission Lake Center, 3600 S. Ninth St., Ste. 421 in Riverside. The seminar will also be held Aug. 14. The cost is $345 for members, $435 for nonmembers and $225 each for parties of three or more.

The Employers Group is hosting a seminar titled "Risk Management for Employers." The seminar will take place from 8:30 a.m. to 1:30 p.m. at the Employers Group Regional Office, Mission Lake Center, 3600 S. Ninth St., Ste. 421 in Riverside. The event will take place from 3 p.m. to 7 p.m. at 540 E. Jurupa Ave. in Ontario. Reservations are required. For more information, call the Ontario Chamber of Commerce at (909) 937-2178.

The Employers Group is hosting a seminar titled "Business and Manufacturing Council Tour" at the UPS Air Hub Facility. The event will take place from 3 p.m. to 5 p.m. at 540 E. Jurupa Ave. in Ontario. Reservations are required. For more information, call the Ontario Chamber of Commerce at (909) 937-2178.

The Employers Group is hosting a seminar titled "Variable Pay and Strategic Compensation Management." The seminar will take place from 9 a.m. to 4 p.m. at the Employers Group Regional Office, Mission Lake Center, 3600 S. Ninth St., Ste. 421 in Riverside. The cost is $195 for members, $245 for nonmembers and $175 each for parties of three or more.

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Cruising with a Different Flavor

by Camille Bounds, Travel Editor

Looking for a relaxed, laid-back way to cruise Alaska? No tax, no tip if you’re not so inclined, no casino to lose your wallet to, no super energetic dancers that participate in shows that make a triathlon look like yoga meditation and comfortable, well-managed ships abound. She is warm, cozy and friendly, and her crew takes on her ambiance with a sincere caring attitude and, most important, a great sense of humor.

I think that’s the secret that most of them have been with the line from 10 years to 13 years and are good friends and enjoy their jobs. There is no other place that most of those would rather be. (Most ships change their crews like streetcar conductors, and while service on these vessels for the most part excellent, they just don’t have the cohesive family feeling I encountered during two weeks of sailing on this delightful ship.)

All hail the leader

Captain Nikolai Nianus runs his ship with alert efficiency, patience, sensitivity and Greek humor. He is really appreciated by his crew.

The dining room moves with the efficiency of a well-choreographed ballet. Waiters and bus boys deliver five-star related service with excellent varied menus complemented with a great wine list.

Entertainment and activities on a higher plane

On this particular cruise, entertainment pleased everyone aboard with an excellent doc that sang everything from opera to Broadway musicals, a delightful singing quartet, a talented woman who played the hammered dulcimer, a concert pianist, and for those that need a really contemporary fix there is talent there, too, and throughout the lounges on the ship.

Talented Cruise Director Lee Drury and Robin Ingram, cruise hosts, keep the activities at just the right pace and, as with all of the crew, they are very approachable and affable. (I don’t usually mention names of staff and crew, but in this case, if any reader decides to take one of these gems, most of these people will be there for you.)

Tour excursions are deftly handled by Pam and her most pleasant, efficient staff. Over 50 tours are offered from salmon fishing, sail tours and float plane tours, to helicopter rides over and on the glaciers. They show you the areas by land, sea and air, and all are enhanced by the sheer, stunning beauty of the surroundings. The scenery and wild and sea life are unmatchable anywhere.

Experience wonderment

While you are on a wildlife boat trip, a bald eagle may make a graceful pass overhead, sweep down and almost casually catch a fish in his talons.

On a humpback whale might breach just in front of your visual area or a cheeky otter might paddle on his back, prey his whiskers and appear to be winking at you.

On a bus tour, someone could spot a bear and the excitement aboard could bring back a childhood anticipation to try and find that bear.

Take your senses where they have never been before

Helicoptering in and landing on a glacier is awesome and thrilling. The colors of the sky meeting the ice crevasses and icy floor that you are standing on takes the senses on a trip you have never been on before. River rafting, fishing, biking, train rides, all are available with the glorious backdrop of the never ending spectacular scenery.

A very special exclusive tour

A special trip just created by the Universal Explorer cruise folks who your group up and over the Mendenhall Glacier to a town in Canada that was integral to the historical gold mining era called Adin B.C.

The town gives you a sense of reliving the time of the gold rush days. The next day a motorcoach whisk’s you off for a remarkable trip through the Yukon Territory to Fraser, where you board the 100-year-old White Pass & Yukon Route Railroad for the over the pass into Skagway to meet the ship.

The day takes you to another time and place, and, as the train winds its way over the narrow trestles and tunnels, you wonder how hardy and tough the people of that time must have been to just survive.

Be entertained by humpback whales

While the Universe Explorer sails among the icebergs and calving glaciers, humpback whales entertain while National Park Service naturalists enlighten us from the bridge about the Alaskan wildlife and history of Glacier Bay.

Camille Bounds is the travel editor for Inland Empire Business Journal and the travel editor for the Western division of Passport Publications.

The foot of a glacier on a road from Wrangell.

Dennis Haberkamp

Dennis Haberkamp

Bridgedef felt on a road from Wrangell, Alaska.
YOU KNOW US...

IT'S TIME WE GET TO KNOW YOU.

- You know us for world renowned doctors, our quality care and the heart transplants we do. But, did you also know we take care of broken bones, do well-baby exams and give routine physicals? From cuts to cardiac care, Loma Linda University Medical Center can ensure the health and happiness of your entire family, including that new center of attention.

For information on choosing a health plan that offers the care of Loma Linda University Medical Center affiliated physicians, call 1-800-LLUMC-97 or talk to your employee benefits manager today.

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