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Inland Empire Business Journal

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Focus
Environment

CLOSE UP: MARY SCARPA
SMALL BUSINESS GUIDE
I.E. CITIES HOT LIST
INDIAN GAMING
Superior Environmentally Safe: The Eagle Mountain Landfill and Recycling Center is a non-hazardous municipal solid waste landfill project. It is located at an environmentally superior site, 87 miles east of Palm Springs in the old, abandoned Kaiser iron mine. Eagle Mountain will be among the most technologically advanced disposal facilities anywhere, complete with advanced ground water protection and gas monitoring systems.

Good Public Policy: Eagle Mountain not only gives Riverside County the opportunity to close down the leaking landfills currently in operation but also promotes recycling since it can only accept waste that has been processed at a recycling center. The many environmental and economic benefits include: 1,140 new jobs, $2.2 billion in new economic activity in the first 20 years and a separate fund for preservation of desert lands.

Public Support: Eagle Mountain has earned the endorsement and support of thousands of local individuals and dozens of community organizations including business, minority, civic and environmental groups.

Creating an Environmentally Superior Solution

EAGLE MOUNTAIN LANDFILL AND RECYCLING CENTER
Mine Reclamation Corporation
990 E. Tahquitz Canyon Way, Suite 204, Palm Springs, CA 92262  (760) 778-5131

If you would like more information about Eagle Mountain Landfill and Recycling Center or are interested in a tour of the site, please call 760/778-5131.

The Facts

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**This Month in the IEBJ**

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**ABOUT THE COVER**

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

**CREATIVE PLANT RENTALS**

Serving the greater Orange County area: Residential and Commercial. Fifty varieties. Plants for indoor and outdoor use. Please call for a free plant consultation.

**Corporate Retreat**

$200 Spa Package for two includes 2 nights accommodations, 1/2 hr. massage and welcome cocktail. Sunday through Thursday. Weekends $250. June 1995-September 1995, tax and gratuity not included.

For the perfect sales incentive purchase 3 or more packages and receive a special discount not available through a travel agent.

For more information contact MIRAGE SPRINGS HOTEL & CASINO (714) 795-2300 1995 INLAND EMPIRE BUSINESS JOURNAL • PAGE 5
Commentary

Medicare: Between a Rock and a Hard Place

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

A t no time since the establishment of the Medicare program near 30 years ago has the need for reform of Medicare been so certain.

The committee created by the Congress to address the national deficit is on a collision course with the growing numbers of Americans eligible for Medicare benefits, extended life spans and near-miraculous (but costly) medical technology. At the same time, these issues are further complicated by the projected bankruptcy of the trust fund.

In short, there is no good news! Very little. Perhaps only that the long-standing problems of the federal deficit and the viability of the Medicare and Medicaid programs are finally being acknowledged as deadly serious.

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

As long as Medicare is still a part of the federal budget, and the trust fund balances and spending reductions are tied to the federal deficit equation, no one can assure that Medicare will ever be healthy. The public must not be misled to believe that the Medicare trust fund is secure in the short term. Although elected officials are quick to point out that the enormous spending reductions in both the House and Senate budget committee proposals are Continued on page 12

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Inland Empire Business Journal
August 1995

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

by Mark Zelner

A closer look...

Name: Mary Scarpa
Position: Mayor pro tem, city of Adelanto

Family: Married, with four adult children
Hobbies: Viewing and keeping up with sports; reading

Last Book Read: "Apple Valley Lady"

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

Age: 69
Advice: "Don't be afraid to take a chance. You've got to be willing to be in a vacant state when the price went up."

I.E.B.J.: That seems to have worked very well—I see from your brochure that first phase of the industrial park sold out.

Scarpa: Yes, it worked so well that we bought 288 acres. In the first effort, we learned that not everybody needed five acres, and some needed more than five. We also learned that you can't put too many parcels into mixed sizes, under construction, before you add another drop of water supply, which we have now big enough to serve a city with a population of 25,000.

I.E.B.J.: What are some of other things that you mention that Adelanto has gone on to address?

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

We went into a program of industrial development, because once Adelanto never had to offer jobs was.
Inland Empire Baseball Sites Eyed, Team $135 Million Away

Continued from page 3
distance from the (Los Angeles) Dodgers and the Angels are clearly factors in our favor," said Bly.
"There are two areas 30 miles apart, and we're 60 miles distant from either one."
Foltz also rejected the idea that his organization might be better off pursuing a football franchise, since both the Los Angeles Rams and the Los Angeles Raiders recently moved to St. Louis and Oakland, respectively.

"We need to get this deal done fast," said Foltz. "It's quite a bit for the Department of Corporations to swallow, as it is," Foltz added that any stadium resulting from the Inland Empire Baseball group's efforts would likely not be capable of accommodating both baseball and football. "The architect says you can't design a stadium that can handle both sports well," said Foltz.

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

One site in Redlands is in the Orange Grove that stretches north from Interstate 10 and east of Highway 30. Another site is just west of the Orange Grove in the Redlands/Riverside area, south of Redlands Boulevard between California Street and Mountain Avenue.

On the other possible sites, Foltz said one is in Moreno Valley, and the other is near the border of Moreno Valley and Riverside city limits. Yet another is in Ontario, east of Interstate 55 near the junction with Interstate 10.

The Job Heritage

by Source Raymond N. Haymes (Web Dumpster)

In recent weeks, good news has arrived in the civilian employment area in Riverside County. In July 1993, unemployment reached 12.6 percent, more than twice the national rate. Unemployment in the two-county area dropped to 6.8 percent in November 1994, the lowest level since 1991. California’s unemployment rate has hovered around 10 percent during most of the 1980s and has only recently declined to 7.7 percent—still well above the 5.5 percent average—for the nation as a whole.

Between 1990 and 1993, the state lost between 15,000 and 20,000 jobs. And, according to a 1994 report by Pacific Gas and Electric of California, most of those job losses were the result of structural changes, bankruptcies, regulatory burdens, and environmental extremes, which means the jobs are not coming back.

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

Since 1987, more than 700 manufacturing facilities have left or expanded their plants outside of California, taking with them over 200,000 manufacturing jobs with them, primarily to neighboring states like Texas, Nevada, Arizona, and New Mexico.

In 1994, preliminary indicators show that California has lost more than 86,250 moves to other states and foreign countries, considering that 370,000 individuals left California for another state or country. Of the 420,000 Californians moving to another state or country, 78,000 moved to the neighboring states of Oregon, Nevada, Arizona, and New Mexico.

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

Proposition 187 is the worst mistake the California electorate could ever have made. It's a vote for the immigrant (undocumented and documented), but against the overall public welfare.

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

The electorate, convinced that undocumented immigrants were being hurt by the state's fiscal debts, was more than willing to deny education and health services to the children of undocumented parents. The electorate that decided on Prop. 187 was willing to protest the sacrifice demanded for our children's education, health and welfare. It's imperative that we turn out nation around, not at the expense of our children, women, or poor white males, but rather with the help of these segments. But, the 170s that the idea was expressed in specific words, and what a novel concept it was. The government was willing to help its own people, of color, black, people of color, poor or poor white males, but rather with the help of these segments.

Our willingness to jump on any of the "big bandwagon" can only help to ensure the collapse of this country.

A nation does not have to be constructed by the many for the benefit of a few. The annals of history are filled with accounts of how we have been it up to our heads, it's a vote for the immigrant (trespasser) and his family. We go to the local welfare office and collect an emergency amount of food stamps. Next, he receives housing from the local housing authority. His pregnancy forces him to the local hospital where his children are born.

His other children are enrolled at the local school. And the best goes on, while his illegal alien does find employment. Does employment make an illegal alien "Mexican"? A trespasser by definition would be a trespasser, even if he offered payment to the homeowner.

What is the answer? The U.S. border should be closed.

There are strict enforcement of the immigration laws. Illegal aliens should be immediately deported. Social services should be denied to illegal aliens. Let's help illegal aliens get the under the underlying reason why aliens are coming into this country is the illegal immigration tax base. They would have us believe that the illegal aliens paid their taxes.

Without commenting on the dubious origin of these numbers, they actually beg the question, do we want to quote other studies that show the opposite, or point out the exact financial burden that is now placed on California.
Associated Engineers, at 3311 S. Shelby St. in Ontario, has engaged in civil engineering, surveying and construction administration since 1955.

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

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

In October of 1955, Mills hired his first employee, 21-year-old Luis Flores, to work as a chainman for surveys. In December of the same year, Lester "Red" Noreen was hired as a survey party chief. Noreen studied for the Licensed Land Surveyor his first employee, 21-year-old Luis six days a week developing the business in Ontario for three or four new business owner. Mills worked with National City for three or four days a week, and came to Ontario two or three days a week to help his friend.

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

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

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

Meanwhile, the county budgeted $15 million to build an ambulance sta- tion for the county's new hospital project, while cutting the Sheriff's budget by about $14 million. The COPs prepared to pay for the Blockbuster project were not approved by county supervisors until December 1994, and reportedly increased the county debt service by about $26 million.

A report by Harding Consulting concluded that the coun- ty's enormous debt service is largely due to COPs—compelling 17 per- cent of the county General Fund and expected to grow to more than 21 percent next year. The California Debt Advisory Commission ranks any county debt above $100 million as "at risk," or overextended. COPs are guaranteed for pay- ments made to the California Medical Center (CMC), based on the negative impact of the project on the hospital and the resulting costs to the taxpayer. In defending itself on the $640 million project, the county has tried to focus on such issues as hospital competition and job security for employees. Each issue has some validity, but the dedicated, skilled staff and the services at the current CMC are not in question. The real issue involves the method to force this project on county taxpayers, and the consequences for future gen- erations who will foot the bill.

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Order Waives Some Small Business Penalties

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

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

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

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

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

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

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

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

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

Ontario Terminal Expansion Project Ready to Fly?

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

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

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

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

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

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

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

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

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

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

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

Total project cost doesn't include $21 million for specialized aircraft and terminal equipment financed through a third party, which would then operate and maintain the equipment. The special financing covers passenger bridges linking terminal to aircraft, ground power, baggage claim and pre-conditioned air units, allowing aircraft to shut down engines while waiting at the gate.

Also not included in the project price tag are major road construction projects around the terminal, including $71 million for a new exit at Archibald Avenue and a projected $50 million in work that airlines and concession operators are supposed to put in prior to their moving into the new terminal.

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

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Business & Nursing Instructors

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

Teaching positions exist throughout the Inland Empire. The University of Phoenix is a private, fully accredited business/nursing institution specializing in undergraduate/graduate degree programs for working adults.

Call for an application
800-888-1968 ext 2001
Employee Benefits without Tears

by Thom Hanzsek

T

hree questions come to mind. Are employers doing anything to protect employees' present and future economic well-being? Whether this pressure comes from the employees themselves, or from a sense of responsibility on the part of the employer, the subject is bound to come up from time to time. And, in these times of tight profits and a still-soft business environment, it is just very difficult for most employees to roll out a program of any type to meet these times of tight profits and a continuing need for employees to...
Epicenter Quakes With Different Entertainment Venues

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

The well-attended event on July 8 was the first of three "Symphony Under the Stars" shows slated for the minor league baseball stadium, on Rochester Avenue and just off Interstate 15. Priced at $20-$25, the next two concerts are slated for Aug. 12 and Sept. 16.

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

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

"We're trying to establish the Epicenter as a viable destination," commented Englebrecht. "We want people to know they don't have to drive to the Hollywood Bowl or Orange County to view fine arts."

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

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

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

UCR Economist Forecasts Growth for Murrieta, Temecula

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

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

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

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

When the Moreno Valley Mall first opened in 1990, Temecula-area retailers had lost some sales volume, Bazdarich said. But Temecula-area merchants have since recaptured those lost sales, he said.

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

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

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

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

—Theodore Roosevelt
Planning for Agricultural Preserve Comes to Head

by Harrison Harper-Gibson

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

As for Inland Empire residents, according to a survey that anyone who has come forward this year means to realize a reduced risk of these issues, the sky seems to feel a deeper shade of blue. There are some solid statistics to back up this theory, however.

Tom O'Flaherty sells more than 2,000 heads of milk annually, just south of the Riverside County line. In early August with a 30-member Agricultural Preserve Advisory Committee expected to meet for the first time since being appointed by the Ontario City Council. Last fall, the San Bernardino County Local Agency Formation Commission agreed to put some 8,200 acres of the preserve into productive use, where the wine region's received the potential.

The committee, composed of city staff members, preserve landowners, Ontario residents and Councilmen Rudy Fabila and Alan Wapner, was slated to meet on July 31. Being in a sphere of influence is the first step toward annexation, and Wapner predicted the annexation process to be handled all those new customers is up to you and your organization.

That’s not surprising, noted a survey of the people who want to do what they can to help the environment, including looking for and buying products that are made from recycled materials. And that can mean a lot of new customers for you if it’s your company that’s making them.

Using recycled materials can help boost your bottom line another way: by lowering your raw material and production costs. You can get started just by calling 1-800-RECYCLE.

We’ll send you more information, including a handy guide to finding and using recycled materials:

Flipping out how to handle all those new customers is up to you and your organization. (PGMs).

“Everybody’s real anxious to get going,” said Wapner. “I'd like to see at least land use plan in place that looks more like a sports facility, as an amusement park or a college campus.”

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

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

Although it has furthered farming, the Act fails to mitigate the power draw of cattle herds totaling 200,000 corralled in a Nepalese-urbanizing area.

“Now, the dairy farmer is the most environmentally conscious of all,” said Charles D. Aycie, who, along with other patented inventions, gave as the natural gas additive that lets mining stop. Emissions from smelters, not quickly and properly cleaned up, can wind up in the biosphere, and for every unit that is a major environmental concern, a smaller smelter site is targeted of EPA Super Fund projects.

To be fair, though, mining and smelting processes using smelting and processing technologies have been reduced in very other countries.

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

“U.S. governmental policy is literally to look at the other way we as smelters reduce environmentally hazardous materials under the rules of foreign nations,” offered Pervais. “Rhodium 2001, once in full production, should alleviate this concern. Our goal is to retain our precious metals here in this country, and to recycle our hazardous waste materials through a complete process that doesn’t pollute or lose too much, now, up to 15 percent of recovered metal.”

To illustrate, Pervais noted current operations that call for marketing a used autocat’s stainless steel frame to steel mills; smelting and selling the crushed ceramic used to bind converter PMGs for reuse by the ceramic industry, and collecting such residual deposits as lead, alumina, iron, nickel, chromium and copper for safe to appropriate use.

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

A air pollution research center at the University of California, Riverside will receive $570,000 for projects related to creating emissions from vehicles.

In mid-July, the governing board of the South Coast Air Quality Management District using methods to create meaningful reductions by vehicle emissions. Studies will evaluate, among other things, the reduction of particulates emitted by diesel engines, potential types of pollution from alternative-fuel vehicles, and the performance of hydrogen-powered vehicles.
Air Quality Board Chairman Gives Ridesharing View

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

After seven years of experience with Regulation XV (Ridesharing), we face the imminent repeal of state and federal ridesharing mandates. The state Legislature is on the brink of repealing California's ridesharing statutes through Senate Bill 437 (Lewin) and SB 722 (Hurt). Additional legislation, SB 382 (Lewis) and AB 526 (Sher), would remove the mandate from shopping centers and event centers. Finally, two joint resolutions—SBJ 2 (Russell) and SJR (Kopy)—ask Congress to repeal sections of the federal Clean Air Act dealing with ridesharing requirements.

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

In addition to state legislative action, Congress and the Environmental Protection Agency have sent strong signals that the ridesharing mandate will not survive in its current form. The South Coast Air Quality Management District has added its voice to the call for reform. Indirect Source Rules (ISRs), like Regulation XV, require employers, shopping centers and entertainment centers to change the travel behavior of employees and patrons. A recent survey of business attitudes about the AQMD found that Rule 1501 was the target of more than half of the complaints.

The AQMD's governing board, recognizing the problems created by ISRs, approved Rule 1501.1 to provide alternative methods to satisfy the mandate and joined a regional effort in a search for marketing-based alternatives—the REACT Task Force. With public support for Rule 1501 eroding, the search for alternatives becomes a pressing issue. Alternatives to Rule 1501 and other ISRs must be fair and equitable, and be perceived as such by the business community. I encourage readers to participate at that meeting, where the debate will be perceived as such by the business community.

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

Promotion of voluntary ridesharing.

Remote sensing of gross emitting vehicles.

Pricing mechanisms, in lieu of the gas tax, linking driving costs to vehicular emissions.

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Consumer Group Fights Rate Hike for Electric Cars

by Anikke Knaas
Executive Director of "Toward Utility Rate Normalization"

J ust how much should utility cus­
tomers pay for programs that pro­
 mote the use of natural gas and
electric-powered cars to reduce air
pollution? Not much, according to a
California Public Utilities Com­
mission (CPUC) hearing officer. Yet, con­
sumers could still wind up paying much
more than is necessary, unless they act
soon.

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

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

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

Significantly, Judge Weissman recom­
mands substantial cuts in the capital investments that power companies are
allowed to make at ratepayer expense.

"Toward Utility Rate Normalization" (TURN)—a statewide, non-profit consumer advocacy group—is among a diverse group of consumer interests who applauded Judge Weissman’s proposal. Organized as "Californians Against Utility Company Abuse," this coalition opposes inappropriate ratepayer subsidies for low-emission vehicle programs. The utilities themselves, along with their shareholders, will reap the profits should these programs be successful.

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

Electric Car Backers, Big 3 Automakers Clash

A ctors of California's elec­
tric-vehicle mandate pushed their visions at a recent press
conference called by three major automakers to rally support against the mandate.
The proponents seized the
moment at the press conference in Sacramento by三分之一 of University of California study proj­
ecting the market for electric vehi­
cles as far greater than an early esti­
mate by the Air Resources Board. Supporters also distributed an American Automobile Manufacturers Association memo that told of a public relations cam­
paign aimed to undermine public support for electric vehicles.

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

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

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

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

Mike McCabe, Ford's electric
Continued from page 23

Don't Miss the Next Issues of the
INLAND EMPIRE business journal

(Stories break here.)

Watch for these special upcoming highlights:

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

T he California Air Resources Board chair­
told reporters last month that 60 Inland Empire business people in mid-July that the state's highly-anticipated"zero-emissions" mandates for electric vehi­
ciles is likely here to stay.

During a press conference held on the air board the coalition included the proposed decision late at a lunchcheon hosted by the California Association of Manufacturers that the phase-out of the electric-vehicle would wind up costing taxpayers $28 billion was simply untrue. He urged lunchcheon guests to consider the sources of a heavy public rela­
tions campaign against the mandate— including those highly-affected entities as automakers and the oil industry.

"We think that 2 percent of the vehicles offered for sale is a small thing," said Dunlop. "We think it should come at a time when the public can see how it works.

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

Proposals for mandatory ride­
sharing and other such programs would place too much of the burden to clean up Southern California’s air on business, said Dunlop. Vehicles are responsible for 60 per­
cent of all emissions in the state, he noted.

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

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

Ford, Chrysler and General Motors executives had reported that $3 million was needed for the company to stay afloat this year. Since then, company leaders have reported receiving $3.6 million.

Continued from page 23

Consumer Group Fights Rate Hike for Electric Cars
Telecommuting: the Good, the Bad, and the Particulars

by Richard C. Cooper

You try being frustrated at sitting in rush-hour traffic, searching for a parking space, or coping with a corporate attire and state at the smog-laden skyscraper? These are just a few of the factors that motivate corporate America to telecommute.

Tele-what? Telecommuting is the practice of working at home, or at a satellite location near the home, where employees use telecommunications technology in lieu of physically traveling to a traditional workplace.

The goal of telecommuting is to move workplaces to the most convenient location for the worker. It can also help to reduce congestion, pollution, and the costs of concepts and situations: hoteling, office satellite, team type, virtual office and home office.

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

For managers, the challenge of telecommuting involves their ability to accommodate the work of public administration, architecture and the behavioral and engineering sciences in order to create more flexible workplaces.

Why the Trend?

The 1990 federal Clean Air Act requires businesses with more than 100 employees at one location to cut their average worker's commute time by 25 percent. Ways to accom-

plish this goal include car pooling, public transportation incentives, concierge workplaces, or any of the most practical and cost-effective methods.

Companies faced with the mandate were required to submit their reduction plans. However, observers, such as No Better View, November, 1994. Official regulations to follow are to be adopted in 1996. At present, the Act requires just 11 states to comply: California, Connecticut, Delaware, Illinois, Indiana, Maryland, New Jersey, New York, Pennsylvania, Texas and Wisconsin. All have pollution and smog problems so severe that they are on the national list, and are required by federal authorities.

As a result, the Clean Air Act stands to mean almost 1.3 million people in the targeted states. Meanwhile, many companies in less polluted states, such as Best Western International of Phoenix, Ariz., Blue Cross/Blue Shield of South Carolina and Wendy's International in Cincinnati, have started to see their environmental stance by already encouraging their employees to telecommute.

What Are the Benefits?

The gains from telecommuting are abundant, according to such participating firms as Campb Corp. of New York, and others. Here's the stage of a program. "Repeatedly, we have heard from employees that telecommuting has had a positive impact on their overall quality of life," said Bob Moore, Corporate vice president and even

What are the Disadvantages?

Telecommuting does have its drawbacks, such as the tendency to overwork managers and engineers. They are enticed by the absence of controls over the time by working at home. And, as an alternative, the suburban satellite office also enables many people to avoid living in a downtown area.

For many employers, the time gained by not having to sit in traffic is reason enough to telecommute. Some of the other benefits cited by executives are: decreased time spent commuting, less stress, a feeling of empowerment, fewer distractions, the chance to communicate with management and co-workers, increased knowledge of high-tech equipment, money to spend with family and friends, and the adventure of a whole new lifestyle.

Warren Master of the workplace initiatives office, U.S. General Services Administration, believes the benefits of telecommuting reach beyond the individual and the corporation. The benefits to society are increased air quality, reduced energy consumption, decreased traffic congestion, improved health from exercising, and increased civic involvement and volunteered work. "

Who Are the Ideal Candidates?

At the beginning of the telecommuting era, only people who were independent in their work would be successful candidates for the alternative concept. Employers delegated high-level work, entry-level work, and computer programmers as the best alternative work site. In addition, the field covers such jobs as consultant, writer, computer facility planning and even chief executive officer. "The Telecommuter's Handbook" by Bob Schepel lists 75 jobs that are now considered compatible with telecommuting.

Good facility managers often can recognize an ideal candidate for telecommuting, and can identify the best alternative work site. In addi-

tion, they can help employees identify with the facility's company professionals, their work, and the manager who can incorporate the change? Third, are you the one who is going to help telecommuting or help management help you at work? "Who will be affected by your work at home?"

What Are the Disadvantages? The telecommuting trend has already forced managers and engi-

ners to re-evaluate the traditional notion of the office. How is work being monitored by the traditional time clock? Some feel they lose touch with the employees and the managers who incorporate the change? Third, are you starting right by paying close attention to details? Finally, are you involving the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional, the professional

What's the Bottom Line?

It may be a long step into the future before this all takes place, but the concept of delivering waste to landfills by rail has already tested and proven in other communities. The Eagle Mountain proposal will replace a minimum of 150,000 railcars, removing traffic on the region's roads and resulting in a significant land savings. One of the most significant aspects of the Eagle Mountain project is that it will create a new economic activity in a location that is already lined, unlined, lined landfills throughout Southern California to close.

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SunGas Expands to Palm Springs Regional Airport

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

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

According to SunLine General Manager Richard Cromwell III, the SunGas strategy is to build a CNG network over the next five years, in hopes of sparking private investment once there are enough CNG vehicles on the road. All nine Coachella Valley cities and Riverside County are committed to start replacing and converting their fleet vehicles to the use of low emission fuels. SunLine officials also hope that the improved availability of CNG fuel will lure private industries that have considered converting their heavy-duty vehicles to CNG use. The fuel benefits the company from cost effectiveness and lower maintenance, said Cromwell.

The new Palm Springs refueling station was built by the partnership of SunLine and Palm Springs Regional Airport, which funded the site improvements. Also chipping in was the County of Riverside, which funded the CNG refueling equipment with Colmac Energy Corporation mitigation funds.

SunLine administrators $250,000 each year of the Colmac funds, which is supposed to help pay for the incremental costs of low emission vehicles, refueling infrastructure, and training for the county and Coachella Valley municipal fleet vehicles.

In 1994, SunLine began delivering CNG fuel with its Tren-Fuels unit. Initially, a 60-foot-long tanker truck with an onboard compressor. The Tren-Fuels unit normally draws fuel from the large compressor station at SunLine’s property in Thousand Palms, and then disperses it directly into vehicles via manifolds.

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

SunLine manager is a joint venture of Colmac Equipment and diesel fuels, CNG costs 20 to 30 percent less per equivalent gallon to gasoline and diesel, according to a statistician. The CNG compressor station is expensive ($200,000 to $1.5 million to build. The SunGas refueling network cuts the cost dramatically via the mobile refueling system.

The SunGas delivery route travels the Coachella Valley, from Desert Hot Springs to Cathedral City, Palm Desert and Indio. New sites are in the planning stages for Indian Wells, Palm Desert and Coachella. The desert’s first CNG refueling station was built in Thousand Palms in 1993, through a partnership of the Southern California Gas Company, SunLine and the College of the Desert. It’s the largest CNG station in the Coachella Valley.

SunGas is a division of the SunLine Services Group (SSG), SunLine and Palm Springs Regional Airport, which funds the CNG station for entrepreneurial ventures that support the transit needs of the Coachella Valley. SSG is a joint powers authority “owned” by the nine cities of the Coachella Valley and the Riverside County Transportation Commission.

On July 5 at the new Palm Springs airport station’s grand opening, said Cromwell, chairman of the SunLine board of directors; Vern Kesner, district manager; Jeanne Rollie-Sprouse, Palm Springs councilwoman; and Mike Britt, chairman of the Palm Springs Regional Airport Commission.

The SunGas logo, appearing at the station and on the dispenser, was designed by Palm Desert Design SunLine Board Chairman Re-elected.

P

h Bostley Jr., the mayor of Indio, was recently re-elected to his second term as chairman of the SunLine Transit Agency’s board of directors.

The SunLine board has been the driving force behind acquisition of a new board member in the last three years. Also presentely, he sits on various committees of the Coachella Valley Associated Governments, the Riverside County Transportation Commission and the South Coast Air Quality Management District.

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

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

“Few are building anything,” observed Gary Blum, CB Commercial vice president.

The most recent data compiled by the California “Construction Review” shows that no speculative industrial building from January through May this year in Riverside/San Bernardino, totaling over $25 million, compared with the first five months of 1995. For the entire Southern California region, industrial building permit valuations were up 33 percent.

The “Construction Review,” a monthly statistical service of the Construction Industry Research Board, reported as well that the total construction volume statewide for May was $9.1 billion worth, up 8 percent from April, and down 10 percent from May, 1994.

“A sector posted declines from both the prior year and May’s month,” stated the report. “Heavy rains in January and March and subsequent flooding in many areas resulted in lower figures for this year, particularly in single-family housing.

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

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

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

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

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

Here's what that means. Hesperia's development fees are lower than every other adjacent high desert community. The city has a new one-stop permitting center for development review. And our fast track planning permit processing means you get administrative approvals in as little as 2 days and in only 42 days for projects requiring public hearings.

The reasons are clear. The city government is pro-business. Lease rates and land prices are extremely competitive. There are extraordinary transportation resources by road and rail. The workforce is educated, diverse, and eager to work closer to home. Housing and lifestyle choices are as wide as the clear, blue sky.

Hesperia, for fiscal year 1995-96, the city has reduced Building/Finance Permit and Inspection fees by 25 percent for commercial projects and 40 percent for industrial projects. The City Council has recognized the importance of economic development and a viable commercial and industrial sector by also reducing development impact fees as well as water facility fees (not including materials and labor) by 100 percent.

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

Fees Reduced

To encourage commercial and industrial growth in Hesperia, for fiscal year 1995-96 the city has reduced Building/Finance Permit and Inspection fees by 25 percent for commercial projects and 40 percent for industrial projects. The City Council has recognized the importance of economic development and a viable commercial and industrial sector by also reducing development impact fees as well as water facility fees (not including materials and labor) by 100 percent.

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

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

Quick Approvals

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

• Reduced processing time for planning approvals, to as few as 21 days for administrative approvals and 42 days for projects requiring a public hearing.
• Created one-stop permitting center for all departments associated with development review.
• Combined inspections for both Building & Safety and Fire Prevention Services.
• Completed customer service training for all staff.

Family recreational activities abound in the Hesperia high country. The possibilities are as varied as the terrain: fishing at Hesperia Lake (shown here), camping, hiking, and horseback riding, water skiing at Lake Arrowhead, or a jaunt into the pine covered peaks.

What's Hesperia?

The name "Hesperia" is of Greek origin and means "Land of the West," or more literally, "Star of the West." Incorporated in 1986, the city of Hesperia is a growing high desert community located 35 miles north of San Bernardino at the gateway to the Mojave Desert.

For more information on business and development opportunities in Hesperia, contact: Steve Dukett, Redevelopment Director (619) 947-1200 Antelope Valley Business Journal • PAGE 33
Ex-ployer Turned Author Makes Sports/Busines Analogy

by Tony Holzman


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

In case you're not a basketball fan, author Maureen O'Brien was a former star athlete and now a corporate manager. She's an obvious choice as the New York Mets' scout for baseball teams, she says, with the emphasis on the collective results of individual efforts. Among other teams to which she's made contributions are football teams in football, where a high degree of planning and choreography are necessary for individual players to execute within a structured framework.

Where fast, flexible responses generally are part of the game, and the skills demanded of each player are virtually identical, O'Brien's appropriate analogy is basketball. These analogies are more than just convenient handles, according to O'Brien, since the leadership styles of the coaches and performances of the team members actually are affected.

At times your own business team seems out of step, O'Brien says, and it demands that you develop a positive attitude and keep trying to make it work. She notes that:

"Teams have a life cycle, punctuated with four predictable stages of growth that are common to those of human development. [These stages are] forming, storming, norming and performing.

"Forming is the organizational phase, in which the team determines its mission statement, goals and ground rules. The storming stage involves learning how to work together, and is frequently marked by cliques and partisanship. In the norming stage, the team monitors its performance and its internal processes. Finally, the team is really working when it realizes that it is accomplishing its goals and following its mission statement.

"The job of the team leader is to make sure that the team eases through the first three elements of the cycle to arrive at the fourth—final stage, with pride in its achievements.

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

"Teams need stability... Teams need more... Teams need time.


Unveiling the Mystery of Health Care!

Two out of three employers currently have partially self-funded health plans. How to develop a plan that makes sense to and benefits both employers and employees.

How to Develop an Advertising Strategy: An Agency View

by Phil Salvino

Sore where do marketers begin?

We suggest you dispense with the textbook and replace it with a clear and concise method to get you started. All methodologies have a common goal: to develop a marketing program through which you will be able to guide your company's marketing activities to solve specific problems.

The first puzzle is the creative strategy. Keeping the client's position in mind, the strategist must present the product/service while supporting its position. Remember, the creative strategy is not a script for a commercial, a position. It is a statement of a product's position and its impact on consumers. The challenge is to develop a position that will enhance the company's position in the consumer's mind. Advertising is neither science nor art. Like any other business, it requires thoughtful planning. By defining The Breakthrough, the company's positioning, and the creative strategy, the rest is up to the consumer.

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**Small Businesses Shop at International Market**

Buying goods and services internationally is no longer the province of large corporations. Small businesses are tapping into the vast global market, too, as they make use of the ever-increasing number of international sources. The following tips can be a start to finding international sources:

1. Contact a government trade office or agency, if you know which country you want to work in. Contact the consulate or an embassy trade office for that country within the U.S.
2. Research industry publications, brochures, and websites. Use specialized search engines and directories to find the different types of sources available in a particular industry and country.
3. Talk with brokers/importers to find out how they operate, the procedures they follow, information and paperwork needed to import, and pricing and terms of sale.
4. Talk with salespeople who work within the industry, or industry specialists, attend industry trade shows.
5. Talk with any other contacts that may have a thorough screening process. American purchasers should try to determine the size of the company, whether the company actually makes the product, and whether the company can accommodate the specific needs of their customers. The only source that works for you, the business owner. Locke points out that there is another type of broker, one positioned as a "buyer's agent." He said that there is a confidence between a buyer's agent and a regular import broker that is the buyer's agent works for you, the business owner. If any problems should arise, the buyer's agent pledges to contact the supplier and do whatever is necessary to correct the problem. Locke also pointed out that there are many international sources that are trying to improve their efficiency by using more of the right tools and technology. For example, some companies are opening their own U.S. offices, observed Troy Burton, senior buyer with LifeScan Inc. in Milpitas, Calif. With domestic offices, many companies can offer better service and have closer communications with their U.S. customers. They can also make the purchase in U.S. currency, eliminating wire transfers and increased costs due to exchange-rate fluctuations. For many U.S. small businesses used to having a domestic market, new and competitive opportunities await in the international marketplace.

--by Patrick Schuder, National Association of Purchasing Management

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**Feasibility of International Trade**

**Do You Have the Right Stuff to Become an Entrepreneur?**

Entrepreneurs are a special breed. Some say that they have a rare quality of mind—"call it magic"—and that they instinctively know that they are meant to "kill or be killed" as modern-day hunters. If you are an entrepreneur, or are wondering if you have what it takes to succeed, see if you can discover yourself in this list of questions created by Wilson Harrell, author of "For Entrepreneurs Only!":

- Are you results-oriented, and constantly monitoring your environment?
- Are you able to throw yourself into the chase of a moment's notice?
- Are you flexible and ready to change your strategies quickly?
- Are you timeless and capable of sustained drives, but only when "hot on the trail"?
- Are you a visual/concrete thinker capable of seeing a tangible goal, even if no words exist for it?
- Are you independent, willing to take risks and face your fears?
- Are you a born leader? Do you have the qualities of a leader?
- If capable of seeing a tangible goal, even if no words exist for it?
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The difference between a buyer's agent and a regular import broker is that the buyer's agent works for you, the business owner. If any problems should arise, the buyer's agent pledges to contact the supplier and do whatever is necessary to correct the problem. Locke also pointed out that there are many international sources that are trying to improve their efficiency by using more of the right tools and technology. For example, some companies are opening their own U.S. offices, observed Troy Burton, senior buyer with LifeScan Inc. in Milpitas, Calif. With domestic offices, many companies can offer better service and have closer communications with their U.S. customers. They can also make the purchase in U.S. currency, eliminating wire transfers and increased costs due to exchange-rate fluctuations. For many U.S. small businesses used to having a domestic market, new and competitive opportunities await in the international marketplace.

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**Businesses for the World Since 1864**

The Bank of California

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**Small Business Guide**

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

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**Small Business Guide**

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Call 1-800-747-2562 today!
by William H. Nieman
Knobbe, Martens, Olsen & Bear, Newport Beach

Last December, President Clinton signed the legislation to form the General Agreement on Tariffs and Trade
GATT provides a mechanism for reducing and eliminating trade barriers. 
Under prior law, a patent was effective for 17 years from the date of issuance. GATT for a term of 20 years from the date a patent application is filed. 

Although this change means that the U.S. law on track with that of this is filled. 

President Clinton consists of intentionally keeping a "submarine" patent. This practice consists of intentionally keeping a "submarine" patent for years in order to observe developing technologies. Once the new, vital technology has been adopted on a widespread basis, the patent is allowed to lapse forward. 

Many inventors and patent associates are fighting this change. They argue that the patent opens a patent application pending for many years in order to observe developing technologies. Once the new, vital technology has been adopted on a widespread basis, the patent is allowed to lapse forward. 

Another modification of GATT gives more favorable treatment to foreign inventors in establishing a date of invention. Such a date is important in situations termed "interferences," which involve two parties contesting for a priority date. The party with the earliest invention date is entitled to the patent. Under prior law, the party that does not meet the requirements for a patent is entitled to patent invention, which means having to rely on the filing date of the application and not on any activities outside of the U.S. as design-work. Obviously, pre-GATT law provided an advantage for U.S. inventors over foreign inventors. 

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

Another provision of GATT allows a patent holder to apply for priority protection for its invention in the U.S. and to prevent the importation of a product produced using a method or process patented in the U.S., and to prevent the importation of a product a patented over a U.S. patent. 

Inclusion of importation as an infringement of a U.S. patent may be a deterrent to the use of the property in the U.S. and is a favored tool in U.S. patent laws. 

Prior to GATT, a patent owner’s remedies were only available in federal court.

A Personal Health Plan Advisor. 

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The Prudential recognizes your unique health needs with a very personalized approach. In the past, only large corporations got special attention. Now, let The Prudential put you in touch with your own personal advisor who can give you the attention you deserve. We know you work harder than large companies. It’s great to have options, and we have quite a few, but the last thing you want to do is worry about it all by yourself. Let your personal advisor do the work for you.

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Temporary Employment Agencies Keep Stepping Up

By Greg Hassler

The future has never looked brighter for temporary employment agencies, many of which have found success in the 1980s. The service offers many benefits to employers who choose to utilize it.

"Nowadays, employers often refer job-seekers to their door, or use them," said Greg Hassler, who works as a regional sales director for AppleOne Employment Services. "To the old days, it was traditional for us to find the job seeker to the employer."

As the number of these companies rises, the future looks very bright indeed. "More companies are coming in and out of this business every day, and they offer many benefits to employers," Hassler said. "They offer workers fast, easy, and convenient employment opportunities, and they offer their customers the best possible service."
Choosing Successor Can Be Tough on Entrepreneur

For many entrepreneurs, selecting a successor is even more difficult than choosing a spouse. If you've put your heart into the business and if your ideal successor might have a background in finance or office management.

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

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

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Small Business Guide

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Managing

Routine Merit Increases Are Dead

by Jay B. Wadsworth

Based on current business trends, the association reinforced its traditional pay philosophy: "pay"—that such pay will only be collected by those who keep their promise for the most pressing needs of the organization. Furthermore, the best compensations are those that are "gold collar" workers, that is, the employees who solve problems, add to profitability and require little or no supervision.

Two-Part Compartment System

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

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

Customized Benefits Packages Become the Standard

While there now are only a half dozen or so variations, there will be many as different packages as there are worker types. As a likely goal of compensation programs in the future, the National Council of Compensation Association President Warren Ritchie predicted that companies will create incentive plans that are more flexible for a shifting business problem. Ritchie advised that managers should inspire employees like business partners, not children of the corporate parent who get an allowance no matter what they do their chores. Ritchie said that professional compensation is "pay"—that such pay will only be collected by those who keep their promise for the most pressing needs of the organization. Furthermore, the best compensations are those that are "gold collar" workers, that is, the employees who solve problems, add to profitability and require little or no supervision.

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Tax Planning: It's Never Too Soon

by Patricia L. Dillenback

Early, Pay-Title, Certified Public Accountant, Redlands

The end of the year always seems to come too soon, especially for those who handle business and tax planning. With professional help and a little bit of preparation, you can exit the old and enter the new happily—saving money in the process.

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

Start by reviewing the type of entity under which you currently operate the business, making sure that the structure is appropriate. Remember the term, "Limited Liability Company" provisions, which allow companies much more flexibility than the standard "C" corporation structure. Also, check your inventory list to determine whether any property or equipment needs replacing. You'll need new technology to keep pace with competitors or to maintain quality of the products/services. Should you find acquisitions are necessary, their timing could be very important. For example, buy $25,000 in equipment in one year generally allows zero deductions under IRC Sec. 179. Yet, the same purchases spread over two years might allow two write-offs under the same taxation code for an additional $12,500 per year.

Investment tax credits are another example of a temporary tax-friendly measure to be considered by the Tax Reform Act of 1993.

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

According to MemberPage, remember that authorities are still muting a possible capital gains tax adjustment. To take advantage of the increased 1995 capital gains tax rates, the selling of any property at a gain should be carefully planned—including the timing of investment reporting and a tax-deferred exchange.

Developing the Print Relationship

by Victor Janis

The Ink Spot, Ontario

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

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

In the last frame, the CEO responds, "Right. We like bright, but reliable people." The number of bright, but clueless, employees gets smaller every year. So how can you prepare your workforce for the future? As time to persuade, however, is at your first or second meeting, not in your proposal. Tread lightly, however. If the supplier doesn't agree with your suggestions, you have only two options: offer what's desired, or don't bid.

For the Reader's Budget. You can often learn how much the supplier has to spend. If the supplier cannot afford to submit the budget, you can deduce it by learning about the supplier's size, and then converting those hours into dollars at your rates. Subtract an amount for his own project management, and divide the net funding by the number of hours required. This tells you about how much to bid.

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

Continued from page 38

court after the imported products were actually sold. Or said. Before. New or imported products of the same or similar class that have not constituted an infringement, or that could have far-reaching effects. The time to persuade, however, is at your first or second meeting, not in your proposal. Tread lightly, however. If the supplier doesn't agree with your suggestions, you have only two options: offer what's desired, or don't bid.

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Small Business Guide
If you do not want to employ your business’ accounting staff, a good CPA can provide "consultant" support functions. Most entrepreneurs have great ideas to make their businesses successful. They would know about selecting the appropriate computer software and hardware?

6) How much working capital will be needed to carry my business?

7) What is the "real" cost of working capital, and what is the rate of return on investment?

8) What is the most appropriate staffing level?

9) What are the economic and income tax implications of every business decision?

10) Should I acquire property, or lease?

The right answers to these questions could mean survival and profit, the wrong ones losses and failures.

Small Business is Really Big Business

Strategic Planning: CPA Firms Can Help

by Patricia L. Gilchrist
Estate and Payroll Certified Public
Accountant, Reinhardt, Indiana

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

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

Entrepreneurs are faced every day with an endless list of business decisions, such as 1) What structure is best for the enterprise—proprietorship, corporation, partnership, or limited liability company? 2) What is the right amount of inventory? 3) Which inventory items are selling? 4) How much profit is generated from each product line?

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Rafaello Ristorante: Deliciously Unusual

by Don Roberts-Bledsoe

Italians make their food like they make their sports—crazy, emotional, and intense. It’s no surprise I have a crush on an Italian chef! Mind you, I must admit that Italian food is one of my (many) vices, so you may understand why I felt like a junkie in a Drug Enforcement Agency evidence room when I visited Rafaello Ristorante in the city of Orange.

You may wonder why I’m reviewing a restaurant in Orange County, when it clearly states that this is an “Italian Empire” publication. Well, the answer is simple. The restaurant is new, and there’s also a lot to do in the area where the establishment is located. It’s not in the mood for a little amusement park action, or maybe you just want to see some guy with a ball with his stick, just to watch it sink into another guy’s leather glove. Even if you want to go to the beach to see the gentle waves lap the sandy shores of Huntington, Rafaello’s is quite accessible.

Now let’s get to the food. I took control of the appetizer (or, if you prefer, Antipasti Caldi) by ordering Buco Rotelle ($10.50). They had many other pastas shaped pasta filled with ham, and other ingredients I would analyses. It’s one of the house favorites, and I devoured. For the main course, Chef Kochan recommends ordering Antipasti Caldi ($11.95), and is sauteed with lemon, garlic, parmesan cheese, and tomato sauce. This is incredible. It’s one of the house favorites, and I devoured.

You may wonder why I’m calling the dessert, and I only wonder why I’m calling the dessert. We ordered a piece of chocolate cake. I was told that it was the best chocolate cake in Orange County. It was...meh. It was okay, but it wasn’t the best chocolate cake in Orange County.

The only winners in the over $16 category were among the silver and bronze medalists. Greenwood Ridge 1992 ($10.50), Sonoma-Soherrer 1993 ($17), and McNeill Run River 1992 ($17.95). No golds were declared.

As for the awards for the over $16 category, the two golds for the class included making wines with a very low alcohol content (15% or less), many with a very low pH, many with a very low pH, and many with a very low pH. The only winners in the over $16 category were among the silver and bronze medalists. Greenwood Ridge 1992 ($10.50), Sonoma-Soherrer 1993 ($17), and McNeill Run River 1992 ($17.95). No golds were declared.

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Inland Empire Business Chronicle

Drake, Helmutm Promoted at Chino Valley Bank

John Drake has been appointed assistant vice president and banking officer of the Chino office at Chino Valley Bank.

Prior to joining Chino Valley Bank, Drake was vice president and branch manager at Wells Fargo Bank in El Monte. He has spent 17 years in the banking field, and has a strong background in sales management and business development, according to Chino Valley Bank President/CEO D. Linn Wiley.

Inland Empire Business Journal's Top Lists on Disk

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You can view and sort TopList data in alphabetical, list or zip code order; merge it with your custom letter; print the corresponding labels. With TopList, you can update, change or delete existing data. Also you can export the data to your favorite software program.

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ACCOUNTING FIRMS PROMOTE PAIR OF EADIE & PAYNE CPA'S TO COMMITTEE

The Association of Accounting Firms International (AAFI) recently appointed two certified public accountants from Eadie and Payne, with offices in San Bernardino, Redlands and Ontario, to leadership roles within the organization.

Eadie chose Deborah Crowley as the vice chairman of its Automation and Technology Committee. As committee leader, Crowley will be involved in reviewing the technical issues of operating as an accounting firm.

AAFI also appointed John Prestice to vice chairman of the personnel committee, which deals with the various aspects of an accounting firm's employee training, recruiting and laws pertaining to personnel.

San Bernardino Bank Forms Marketing Department, Taps Schneider

San Bernardino Bank has announced the formation of a marketing department, which under the guidance of Vice President and Manager John Drake, will be responsible for directing the marketing efforts of the bank.

Schneider, who heads the marketing department, was previously assistant vice president and manager of the San Gabriel office. He has more than 12 years of banking and lending experience, and prior to joining San Bernardino Bank was the Business Banking Team Leader with Community Bank.

Donna M. Schneider, Vice President/Controller of San Bernardino Bank

Schneider has served in senior marketing positions for more than 25 years and most recently was the founder and managing partner of The Alliance Group, a financial marketing firm.

She also currently serves in the president of the Bank Marketing Association, Western Chapter. The Bank of San Bernardino has charged Schneider with developing marketing strategies to support the bank's continued growth and expansion into new markets, said bank President Patrick Morvill.

Menifee Valley Hospital Honors Three Doctors

The Menifee Valley Medical Center Foundation honored three of its founding members at an annual meeting in the hospital's Healthcare Education Center.

Since the hospital opened in 1989, the honored individuals worked diligently to build strong support, said Genie Gibba, Valley Health System director of development. Recognized with the title of Director Emeritus were: Glen T. Goodwill, who served as foundation secretary and chairman of the hospital's advisory committee; Edwin A. Olson, the foundation's treasurer and community relations chairman; and John L. Werry, the foundation's first president who has succeeded Goodwill as hospital advisory committee chairman.

Climaxing the evening's business was the announcement that the foundation received a $25,000 gift from Glen and Opal Goodwill to endow the "Goodwill Fountain of Health."

Local Dental Group Names President

In its recent annual installation dinner meeting, the Tri-County Dental Society named Chino dentist David G. Seccombe as president.

Dr. Seccombe, who has been appointed as vice president and manager of the San Gabriel office.

He has more than a dozen years of banking and lending experience, and prior to joining Chino Valley Bank was the Business Banking Team Leader with Community Bank.

John Drake, Assistant Vice President/Controller of Chino Valley Bank

Also at Chino Valley Bank, Mike Helmutm was named as vice president and manager of the San Gabriel office.

Helmutm was formerly vice president and banking officer at the San Gabriel office. He has more than a dozen years of banking and lending experience, and prior to joining Chino Valley Bank was the Business Banking Team Leader with Community Bank.

Drake, Helmutm Promoted at Chino Valley Bank

John Drake has been appointed assistant vice president and banking officer of the Chino office at Chino Valley Bank.

Prior to joining Chino Valley Bank, Drake was vice president and branch manager at Wells Fargo Bank in El Monte. He has spent 17 years in the banking field, and has a strong background in sales management and business development, according to Chino Valley Bank President/CEO D. Linn Wiley.
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Inland Empire Bankruptcy

August 1995

Inland Empire Business Chronicle

Bankruptcies

Caleb Wesley Ercument, fdba Business Machine Specialist, d/b/a Faxwell Repair Service, 2589 Echo Valley Road, Hemet, debts: assets schedules not available, Chapter 7.

James Lynde Ellis Sr., fdba Cody’s Country Kitchen Tavern Restaurant, 1568 Smoke Tree, Poinsettia Hills, debts: $140,000, assets: $60,000, Chapter 7.


Michael Kielinski, d/b/a Michael’s Painting, 21833 Spring Valley Road, Moreno Valley; debts: $356,111, assets: $239,065, Chapter 7.

Gerald D. Register, fdba Kirby Company of Huntington Beach, 25162 Hundred Circle, Hemet; debts: $191,848, assets: $26,725, Chapter 7.


Deborah A. Scarrelli, d/b/a Scarrelli Limousines, 30355 Channel Way, Canyon Lake; debts: $191,848, assets: $26,725, Chapter 7.

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Inland New Business Listings

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1. A New Business is changing its name to: X.
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**Rainbow Uniforms** 12400 Cypress #100, Chino, CA 91710 Rose Bargar

**Raise #5280 Little Mt Dr #10, San Bernardino, CA 92407**

**Reliable Auto Wrecking** 4039 E. Mission Blvd, Pomona, CA 91766 Edward Valley

**Ramberton** 1705 S. Tippecanoe Ave., San Bernardino, CA 92404 Vincenzo Garcia

**Ranch 1 Hour Photo Service** 9339 Foothill Blvd., #1, Rancho Cucamonga, CA 91710 Talha Manan

**Rancho Cucamonga High School** 11801 Lark Drive, Rancho Cucamonga, CA 91701 Michael DiBello

**Randy's Auto Sales** 1093 Central Ave., Ontario, CA 91762 Mountain House

**Ravaglione** 4277 50th St., #104, San Bernardino, CA 92401 Maria Esconde

**Ray's Auto** 3517 Lenoir St., San Bernardino, CA 92407 Maggie Williams

**Raymond Community Care Home** 4379 Garden St., San Bernardino, CA 92407 Cynthia Robinson

**Real/Max California & Hawai'i** 52 Malaga Cove Plaza, Palos Verdes Peninsula, CA 90274

**Rea House Wood Factory** 12740 Tonka Ave., Yucca Valley, CA 92286 Robert Keys

**R & R WaterTech** 9496 Bata St., Rancho Cucamonga, CA 91709 Robert Kreyes

**R & R Lighting Co. Inc.** 5171 Rohen Ave., Chino, CA 91707

**R & R Trucking** 84599 9th St., Trona, CA 93582 Robbie Barker

**R J Brick, Concessionaire** 8420 Sahara, Pahrump, CA 93541

**Red Barn Realty** 76655 Twentynine Palms Hwy., Twentynine Palms, CA 92277

**Redwood House Wood Factory** 12700 Tonka Ave., Yucca Valley, CA 92276

**Redlands Camera 129 E. State St., Redlands, CA 92373 David Laycock**

**Redlands Jewelers** 7 N. 5th St., Redlands, CA 92373 David Ahmed

**RepUBLIC Bussiness Form** 1814 W Centennial St #5, Ontario, CA 91762 Tannor Kimani

**Republic Palmit Miles** 1006 S. Willow Ave., Rialto, CA 92376 Steventipsy

**Rent Rite Car Rental** 1801 E. "G" St., San Bernardino, CA 92407

**Reproduct Business Form** 1814 W Centennial St #5, Ontario, CA 91762 Tannor Kimani

**Restaurant Salvadoro** 15321 7th St., Victorville, CA 92392 Hilda Robles

**Retrofit** 13746 Mohawk Rd, Apple Valley, CA 92399 Robert Smith

**Rialco Liquidators** 997 N. Iris, Rialto, CA 92376 William Free

**Rialto Cigarettes** 1843 N. Alice Ave., Rialto, CA 92376

**Richard Shannon Folley 1332 Hollywood, Victorville, CA 92397**

**Right Touch** 2123 Hacienda Ave., Chino, CA 91709 Mark Quade

**Rise Way Roof Removal** 7878 9th St, #6, Rancho Cucamonga, CA 91707 Jeffrey Hughes

**Ro Mango** 12719 Yorkshire Ave., Apple Valley, CA 92308 Ldonna Rostfeld

**Roadway Global Air Inc.** 800 N. Haven Ave. #450, Ontario, CA 91764 Robert O Penne

**Robopeople Application Inc.** 14375 Telephone Dr., Rancho Cucamonga, CA 91730

**Rodeo Western Wear** 295 E. Caroline, San Bernardino, CA 92408 Wilfred Madford

**Rojas Tailors** 1637 E. Highland Ave., San Bernardino, CA 92404 Jose Rojas

**Rose Bowl Lea Market** Rosebow/Passadena, San Bernardino, CA 92412 Trader Publishing

**Rorie's Mini Mart & Liquor** 1349 W. Vernon Ave, Colton, CA 92924 Ilene Lee

**Royal Dive/706o Wheaton Ct., Alta Loma, CA 91701 Cheryl Platt

**Rubens Transmissions** 17890 Fontana Blvd, Fontana, CA 92335 Raben Coba

**Runners** 1025 Calimesa Blvd., Calimesa, CA 92320 Evelyn Honson

**Running Springs Old Country Coffee** 32019 Holiday Blvd. Running Springs, CA 92382 Luis Garcia

**Rush Truck Center** 14460 Sver Ave., Ontario, CA 93608 Steven McKeel

**S & B Management Services** 7365 Garnet St. #114, Rancho Cucamonga, CA 91730 James Sain

**S & R Wholesale** 7763 Via Capri, Rancho Cucamonga, CA 92356 Isam tomatt

**S & D Rose Co.** 25490 Park Ave., Loma Linda, CA 92354 George Veh

**S & S Customs 9660 Baseline Rd. #1, Rancho Cucamonga, CA 91730 Richard Stewart**

**S &N-OV Drugs** 2456 S. Grove, Ontario, CA 91761 Mary Sloan

**S &CCT7141 Madonna Ct., Fontana, CA 92336 Charles Bennett**

**Safe At Any Speed 1336 N. Monte Vista #8, Upland, CA 91786 Daryl Durman**

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**Santa's Workshop** 17077 Reno Ave., Yucca Valley, CA 92284 Tom Christmas

**Sat Computers Inc.** 23988 Lake Drive, Cresskill, CA 97861

**Satellite TV Company** 15709 Polo Ave., Ontario, CA 91761 Steven Eason

**Satisfaction Mall and Tool Inc.** 201 Winery Ave, #C, Ontario, CA 91761

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**Sawka & Co.** 3873 Orchid Dr., Highland, CA 92346 Deborah Sawka

**Shibuyi Inn** 3290 Hawthorne Blvd., Ontario, CA 91761 David Sibata

**Shinji Sushi Bar** 3180 E. Tujunga Ave., North Hollywood, CA 91605 Michelle Miyahara

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