April 21, 1995
The Mission Inn
Riverside, California

1995 ECONOMIC FORECAST
CLOSEUP: SHERRY CASE HUNTER
RESERVOIR CREATES WATER & JOBS
**Harris Loans Approved in Record Time**

By Gary Katz

During a City Council meeting held in December, the Harris Company asked the city of San Bernardino to underwrite $10.5 million dollars in loans that the retailer claimed were needed to stay in business in San Bernardino’s downtown Carousel Mall. In a unanimous vote, the City Council agreed to assist Harris in acquiring the loan.

By late January, in record-breaking time, the Department of Housing and Urban Development (HUD) had approved a $3.35 million loan to enable Harris to purchase the Carousel Mall store it now leases. In addition, the San Bernardino City Council had approved a $3.35 million float loan after the retailer promised to stay in business at least three years. Harris’ eventually hopes to get the amount of the city’s loan from the city’s Community Development Block Grant allocation, but that process could take six to nine months. Jorge Font, president and CEO of Harris, gave credit to Rep. George Brown, D-Citrus, and Rep. Jerry Lewis, R-Radlands, for steering the loan application through government channels in record time. The Harris’ attorney, Thomas H. McPeters, claimed that any decision later than Jan. 31st would have been too late to present at the conference.

**PRESENTED BY THE**

**INLAND EMPIRE BUSINESS JOURNAL**

**IN ASSOCIATION WITH**

AppleOne Employment • Chino Valley Bank • CNN-KCKC radio
CNN-KNWZ radio • Converse Consultants • Eddie & Payne • Golden Pacific Bank
Inland Empire TV News • Inland Empire Economic Partnership • Rail Cycle
Staff Control Inc. • U.S. Family Care

**BEING HELD AT THE**

Riverside Convention Center on Friday, February 17, 1995 from 11:00 a.m. to 2:00 p.m.

**SPEAKERS:**

John M. W. Moorlach, C.P.A., CFP and candidate for office of Orange County Treasurer, who was an opponent to Robert Citron and predicted the Orange County financial crisis.

Kathleen Connell, state of California’s Controller, will forecast the economy for the state.

Jack Kyser, chief economist and director of program research and development of the L.A. County Economic Development Corporation, will address the 1995 economic forecasts for L.A. and Orange Counties.

John E. Hulling, San Bernardino County’s economist, will speak on the forecast for the counties of Riverside and San Bernardino.

Brian H. Collins, president and CEO of the Inland Empire Economic Partnership, will address the 1995 economic development planning, relocation, and corporation location plans for the Inland Empire.

Lynn Wiley, president and CEO of Chino Valley Bank, Inland Empire’s largest independent bank, will be the moderator.

**REGISTRATION FORM**

$65 PER PERSON $45 PER PERSON for groups of eight or more 

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**ANNOUNCING THE 1995 INLAND EMPIRE ECONOMIC FORECAST CONFERENCE**

**INLAND EMPIRE BUSINESS JOURNAL**

**VOLUME 7, NUMBER 2**

**FEBRUARY 1995**

**$2.00**

**Domenigoni Valley Reservoir Project Underway**

**CURRENT EVENTS**

By Gary Katz

The two major contracts that will enable large-scale construction in southwest Riverside County of Southern California’s largest water storage reservoir were awarded recently by Metropolitan Water District’s board of directors.

This reservoir, critical to the Southland’s long-term economic prosperity, will create thousands of new jobs and pump billions of dollars into the regional economy,” said Metropolitan General Manager John R. Wodraska.

“If the reservoir remains on fast-track, more than $1 billion in construction work will begin during the next 18 months. At the height of construction, more than 1,000 workers will be directly employed on the project.” Wodraska said. “In addition, the projects will generate several thousand additional jobs each, and pour as much as $2 billion in construction work into the beleaguered Southern California economy.”

When completed in 1999, the $19 billion lake will nearly double Southern California’s reservoir storage capacity, providing a more dependable water supply and critical reserves during a draught, earthquake, or other emergency.

“Studies have shown that significant shortfalls in water supplies could result in the loss of thousands of jobs and billions of dollars in economic production, as well as impact the quality of life we have come to accustom ourselves to,” said Wodraska.

One of the two contracts awarded—totaling nearly $656 million—calls for the construction of an 8.2-mile-long, 12-foot-diameter pipeline that will deliver imported water to and from the reservoir.

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Planning in Process for Chino Dairy Preserve

In the minds of many Chino Valley dairy farmers, it is unfortunate that a series of political and economic events occurred in San Bernardino County in late 1994 to unlock the door that held their dairy/industry hostage in an increasingly hazardous environment. In the dairy processing market, a new competitor entered the El Paso south of Ontario and extended west to Chino Hills from the Riverside County (CA) area. The typical 45-acre dairy farm has suffered from, ironically, the same medicine that was originally designed to make them healthier. Prior to 1978, a majority of the dairy farmers signed “Williamson Act” contracts with the state of California that allowed for drastically reduced property taxes in exchange for the commitment that the landowners would not develop the land, leaving what they owned in strictly agricultural uses for the duration of the contracts. The land was held at its full agricultural value of these lands, and this dampens prices effectively prevented any sale for sufficient funds to accommodate relocation and rebuilding elsewhere.

Not every property owner signed a Williamson Act contract, but each was affected by the decisions and contracts of others. By an act of the San Bernardino County Board of Supervisors on Jan. 5, 1987, all lands in the area generally known as El Prado were brought into the official agricultural preserve, and everybody—all landowners—within the area were locked in for at least 10 more years. Growth in property values was doomed. Unfortunately, this act of contemporaneous and typical economic dynamic and increased regulatory scrutiny of the dairy industry spawned 200,000 corridor on only 15,240 acres of land in a rapidly urbanizing region began to receive enormously increasing scrutiny from some very influential and powerful public agencies. For instance, the South Coast Air Quality Management District draft reports had quantified the effects on the air quality of the Chino Valley livestock-generated emissions which released reactive organic compounds, methane, and ammonia into the atmosphere.

To the average dairy farmer, it was abundantly clear that the life cycle of the dairy industry in this area was being brought to an end. The question that remained was “How do you convince them in power that they, the dairy people, need to relocate?” or “How do they feel about the projected changes to land use or to care much. This about-face quietly infuriated the El Prado Community. Some formed a new committee that called itself “El Prado Community Improvement Committee” (EPIC). Its 15 committee members, riding a tide of dairy farmer determination, held community meetings, collected the necessary signatures, hired consultants and attorneys, and launched an all-out drive to incorporate the El Prado dairyland towns. The one thing that Ontario and Chino weren’t interested in expanding to encompass El Prado, and, with it, land use powers, then the property owners would do it themselves.)

As it turned out, after several years, the EPIC effort worked well, at least from a political standpoint. Last year the San Bernardino Local Agency Formation Commission approved the application of cityhood for El Prado, and preparations were underway to be incorporated.

Local PBS Affiliates Seek Support From Inland Empire Audience

The San Bernardino County Museum

The Inland Empire’s local Public Broadcasting System (PBS) affiliates, KVCR-FM and KVCR-TV, have reached out to get their own audience contributing to programs. In response to the threatened funding cuts to their operation by the 104th Congress, they have asked their supporters to contact their congressional representatives to let them know how they feel about the projected cuts in funding. For those who are unclear about PBS and how the system works, a crash course follows. In 1967, the Federal government authorized the Corporation for Public Broadcasting (CPB) to sponsor national, private, nonprofit corporation, to develop non-commercial radio and television services for the American people. In FY 95, the Federal government appropriated $285 million to CPB. Ninety percent of CPB funds go directly to the 629 CPB-qualified radio stations and 351 CPB-qualified television stations in the United States. National Public Radio (NPR) is an independent non-commercial radio organization which produces and distributes news and cultural programming to over 900 PBS affiliated radio stations through the Public Radio Satellite Interconnection System. NPR receives 66 percent of its annual operating budget from member station dues and program fees. An amount equal to 81 percent of the KVCR-FM grant from CPB is returned to NPR for outstanding programming such as “Morning Edition,” “All Things Considered,” “Bob & Bill,” “Forking Over Today,” “Selected Shorts,” “Car Talk,” and “Marvin McPartland.”

The Public Broadcasting Service (PBS) is an independent television organization that acquires programs and distributes public television programming to 351 CPB-qualified television stations through the Public TV Satellite Interconnection System. PBS receives 66 percent of its annual operating budget from member station dues and program fees. An amount equal to 51 percent of the KVCR-TV grant from CPB is returned to PBS for outstanding programming such as “Sesame Street,” “Barney,” “Masterpiece Theater,” “Nova,” “Great Performances,” “Mystery,” and “Wall Street Week.”

KVCR-FM, Inland Public Broadcasting signed on the air in 1955 as a non-commercial, public radio station licensed to the San Bernardino Community College District. KVCR-FM operates 19 hours per day, 365 days per year featuring a mix of news, classical music, new age music, jazz, and informational programs from the National Public Radio (NPR), Public Radio International, and local origination. Local programs produced at KVCR include “The Afternoon Concert,” “The Final Frontier,” “The Love Affair,” and “All the Good Times.” The spring 1994 Arbitron ratings indicated that KVCR-FM had a strong audience of approximately 38,500. An amount equal to 51 percent of the KVCR-TV grant from CPB is returned to PBS for outstanding programming such as “Sesame Street,” “Barney,” “Masterpiece Theater,” “Nova,” “Great Performances,” “Mystery,” and “Wall Street Week.”

KVCR-FM, Inland Public Broadcasting, signed in the fall of 1962 as the first non-commercial, television station in Southern California and the first educational station in the nation licensed to a community college. KVCR-TV operates 15 hours per day, 365 days per year featuring educational, cultural and informational programs from a variety of sources, including PBS, regional networks, and local origination. Since 1973, thousands of students have taken college credit telecourses on KVCR-TV. In the 1993-94 academic year, 3,070 students enrolled in telecourses. Presently...
California is not winning the war on competition for new business. Over 90 percent of new businesses being raided by nearby states and is unable to retain hundreds upon hundreds of current companies. Many wanna-be-California companies still find the cost of doing business here too high and find much lower costs in most states surrounding California. It is a deep, destructive, and seriously tarnished the economic luster of the Golden State. Doing business here is time not for rhetoric nor for theory, but for action. It is time for California to do something about serious tax cuts. One of the ideas being presented is to "privatize" the Corporation for Public Broadcasting (CPB). This would save the government (and taxpayers) about $25 million in public television costs. At KVC-TV, approximately one-third of our schedule is made up of college-level credit courses. Public broadcasting is education in action.

By the same token, if public broadcasting stations were "privatized," they would have to gravitate to the same more mundane programming which would appeal to a wider audience. In-depth, analytical news and analysis programs such as those put on by National Public Radio would have to be abandoned. Cultural programming seldom pays for itself, so it would have to go. But most importantly, educational programming—from preschool to college level credit courses—is found only on public stations. At KVC-TV, approximately one-third of our schedule is made up of college-level credit courses. Public broadcasting is education in action.

Although she was born in Oklahoma City, Sherry Case Hunter, executive director of the Inland Empire Convention and Visitors Bureau, has lived most of her life in the Inland Empire.

Since college, Sherry's career path has taken her to Claremont, where she served two years as executive director of the Claremont Visitors Bureau. She has also ventured into the entrepreneurial arena as a partner and operator of a personal computer store.

However, of all her career choices, the one she found most satisfying was the time she spent as a "full-time mom." For her son's first 10 years she devoted her creativity and executive talents exclusively to child rearing. "It was a cub scout pack leader, little league team mom, school-room aide, camp counselor and a partner in one of the neatest relationships I've ever had," she says.

In her professional life, Sherry enjoys the camaraderie of friends and colleagues. She has worked as past president of the Western Association of Visitor and Convention Bureaus, an organization that encompasses 19 western states and western Canada. She also belongs to the International Association of Visitor and Convention Bureaus where she has achieved certification in finance and administration, convention management, membership development and bureau operations.

Other professional affiliations include the Friends of Ontario International Airport where she serves on the board of directors. As well, she is a member of the Southern California Society of Association Executives, the American Society of Association Executives, and the California Convention and Visitor Association. She is also active in the Ontario Rotary Club.

While these associations keep her current on what is new and happening in the convention and visitors bureau business, they do add more responsibilities to her already hectic schedule.

IEBJ: What is the Ontario Convention and Visitors Bureau?
HUNTER: The Ontario CVB is a public/private non-profit organization committed to promoting the Ontario area as a quality meeting and convention destination. Funded by the city of Ontario, the bureau serves as a one-stop shopping center for ideas and information regarding local meeting facilities; hotels; restaurants; attractions; and shopping, recreation, and entertainment opportunities. We are also responsible for marketing and booking long-term business into the new Ontario Convention Center scheduled to open in mid-1997.

IEBJ: What is the director's duties?
HUNTER: In addition to managing the 14-member staff, I am responsible for overseeing the development of the market plan as well as for implementation of that plan to generate convention and business for Ontario.

IEBJ: What if a planner is undecided about your area?
HUNTER: In that case, we will submit a detailed proposal, including brochures, guides, and directories depicting the options open to delegates should the planner select Ontario for the meeting.

IEBJ: Does the OCVB represent all businesses in the area or is there some criteria that they must meet?
HUNTER: Any business or individual in the Inland Empire is eligible to become a member of the OCVB, no matter what their size or geographical limitations. There are different membership rates depending on the type of business. However, our primary purpose is to develop convention leads for Ontario hotels.

IEBJ: How many businesses do you represent in the Ontario area?
HUNTER: We have about 150 businesses, which includes 16 hotels.

IEBJ: What do you see as your biggest challenge as executive director of the Ontario Convention and Visitors Bureau?
HUNTER: My major challenge and opportunity is marketing the new Ontario Convention Center. The construction and opening of the Center is going to create a new era for our city. To make this positive growth very rewarding.

The construction and opening of the Center is going to create a new era for our city. To make this positive growth very rewarding.
Local Manufacturing Economy Continues to Rise in January

According to Skel Bockman and Barbara Siltonik, co-directors of the Institute of Applied Research, the manufacturing sector in the two-county area of Riverside-San Bernardino experienced an economic growth to the 18th consecutive month in December...

...Suppliers Delivery — January’s local index of 60.4 has increased from its level of 57.3 in the December report. This indicates that slow supplier deliveries continues to be a pressing problem for purchasing managers in the two-county area, which continues to expand. However, some local purchasing managers indicated weather and short supply of some commodities is a contributing factor for slower deliveries in January. These findings are replicated in other parts of the country as the list of raw materials and commodities in short supply continues to grow, with a concomitant increase in commodity prices. While 25 percent of the respondents indicated weather as a contributing factor for slower deliveries in January, these findings are replicated in other parts of the country as the list of raw materials and commodities in short supply continues to grow, with a concomitant increase in commodity prices.

Although purchasing managers continue to report an increase in commodity prices for the two-county area, this month’s rate of increase has slowed when compared with previous months, suggesting diminished inflationary pressure, according to Dr. Alan Holt, Director of the Institute. Purchasing managers, however, remain concerned about the possibility of an increase in interest rates and a higher minimum wage.

About 25 percent of the Inland Empire purchasing managers in the manufacturing sector believe that the local economy will continue to be stronger in the next three months, while only 4 percent of them expect it to become weaker.

Based on information obtained from area purchasing executives in 17 Standard Industrial Classification (SIC) categories, the report provides a valuable economic profile for business leaders in the Inland Empire area. The “Inland Empire Report on Business” is prepared by the Institute of Applied Research at Cal State San Bernardino, and is funded by a grant from Stewart Holt Advertising and Rasmussen & Rogers. The report provides valuable information about the manufacturing economy and overall health of the Inland Empire economy.

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FEBRUARY 1995

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Stratus A Small Marketing Firm With A Big Mission

Stratus is a strategic marketing firm specializing in the emerging field of customer relationship marketing. As a proponent for integrating all marketing functions under a marketing philosophy, Stratus has melded the administrative, agency and advertising into one large firm. Stratus has not encountered in some ways similar to many firms and advertising, Stratus has started in 1984.

We have a mission that says we would like to see more success in the market. We have been working hard to bring that success into the market. We have been working on a new project, the "creative" stage of the project has been completed.

"We're very excited," said Sherry Zelmer, "because they are setting new standards in the advertising world." Staff at Stratus have been working hard to bring that success into the market.

"That's why we love this business," Zelmer continues. "For me, it's about making the customer happy, and relationship marketing is an absolute fundamental.

"In the advertising world, some companies don't sell into an account. They sell regional, they sell national, and they call the "creative" stage of the project has been completed."

"When the first project for a client is a success (Stratus claims maintaining over 90% of all first time customers for a year or longer)," Zelmer uses it to demonstrate marketing to the city's selection process. For example, the bureau hired Bill Snyder and Associates, an independent marketing and research firm, to begin pursuing leads in promoting the city as a convention and visitors bureau. It was the recent staffing-up of the bureau's regular 15-member staff that provides some of the most effective resources to finding out the current status of an individual on the job market. The bureau did this using a competitive tendering process that included an abundance of supply of other convention services.

"That's important," said Snyder. "A bureau operates as a liaison between the meeting planner and the services of the bureau, and it is important to ensure that the bureau is delivering the right services to the visitor as well as a national advertising campaign.

"One of our clients," Zelmer explains, "began to use us for a simple initial project. This is a multinational publishing corporation, the leader in the industry. We did our homework, compiled the initial project, and were able to gain the confidence of the Designers of Los Angeles, charged with building a comprehensive marketing plan for the visitas bureau as well as a national advertising campaign.

Promotion is OCVB Job

According to brochures, the convention and visitors bureau is self-described as a "public/private non-profit organization committed to promoting the Ontario area as a quality meeting, convention and leisure destination." Funded in general by the city, the bureau staffs meetings with tourism services that cater to the tourist industry.

"That's why we love this business," Zelmer concludes. "We are on to something here and we're just getting started."
Riverside County Court Honored
S.C.O.R.E. Offers Business Counseling

Business counseling for entrepreneurs who want to start a business, thinking of selling a business, or who want to know more about the services for sale, is now being offered at the Fontana Area Chamber of Commerce and S.C.O.R.E. N. Fontana, 2nd Wednesday of each month. Nat Simon, former mayor of Fontana, is a member of the Service Corps for Retired Executives (S.C.O.R.E.), which will contact people from 9:30 a.m. to 10:00 a.m. by appointment only.

S.C.O.R.E. is a free service sponsored by the U.S. Small Business Administration. Its 11,000 volunteers are men and women, managers and business owners with diversified skills and experiences. The demand for services continues to increase and S.C.O.R.E. needs more volunteers—retired men and women with general business knowledge, the ability to communicate their knowledge, and the willingness to offer a few hours each month to serve the business community.

In addition, residents in the various surrounding counties (San Bernardino, Los Angeles, San Diego) can visit any location of the Coordinated Riverside County Courts to file documents, pay their fines, request continuances, or sign up for traffic school, among other services.

According to Arthur Sims, court administrator, "The new cross-court payment and filing system helps increase citizen access to our courts, allowing us to offer many services at each court location. Software and hardware technology allows us to accomplish this. As a result, we have also been able to increase our operating efficiency and reduce court costs. The program is the only one we know in the courts of California." ▲

Small Business Owners Give California Failing Grade

The Riverside County Court Honored recently by the California Judicial Council, which presented the award to the county’s 32 Superior/Municipal Courts, is an important recognition. It highlights the continued frustration of many business owners over the nearly three years that the court location software and hardware technology allows us to process requests for traffic fines, pay their fines, and file in cross-court payment and filing categories.

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Business owners are frustrated with the lack of services available to them, and many are forced to turn elsewhere: voters’ fierce anti-tax sentiment; public clamor for tax cuts; the tax cut revolution.

In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account" ▲

Economist Stephen Moore, of MediaNomics’ Economic Experts Forum and the Cato Institute, calls these stories “as ridiculous as blaming Proposition 13 for the flooding that’s going on in the South.”

In 1978, Proposition 13 was passed in California, and it was explained that this would allow citizens to keep more of their money by temporarily preserving cash in our bank account but this does not reach the balance of our bank account. In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account. In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account. In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account. In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account. In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account. In the real world, we all use credit to finance our purchases, and we extend credit to our customers and clients. In each instance, we temporarily preserve cash in our bank account but this does not reach the balance of our bank account.
A balanced life or risk management — no matter what you call it, do it!

by Pete G. Pearson

Sometimes it feels as if balancing our lives is like playing with one of those old-fashioned hand games where you tried to get several little balls to roll into their holes all at once. As soon as you think you’ve got them under control, one or two were sure to roll wild across the board.

The quest for continuous improvement in the workplace—and everywhere else in our lives—is making us a nation of people overwhelmed by the burdens of modern life. Too much change, too many opportunities, too much information—and all of it too soon. As if we are in school all the time.

Even with the help of technology and hyper-speed learning, we can’t absorb it all. Multiplexing external pushes and information-and all of it too soon. As if we are in school all the time.

And every hour in our lives—is making us a nation of people overwhelmed by the burdens of modern life. Too much change, too many opportunities, too much information—and all of it too soon. As if we are in school all the time.

The quest for continuous improvement in the workplace—and everywhere else in our lives—is making us a nation of people overwhelmed by the burdens of modern life.

As always, an Asian philosopher, Lin Yutang, has a few words of clear insight for us: “Arrange to live sensibly, truthfully, and always with a sense of our own limitations.”

The quest for continuous improvement in the workplace—and everywhere else in our lives—is making us a nation of people overwhelmed by the burdens of modern life.

Unfunded Mandates Challenged

by Amy Almasy

Budget deficits are an annual problem in Sacramento. But, in large part because California has to pay for both its own responsibilities and the expansion of Washington, the state doesn’t have $8 billion left to spend. Even if you are one of the fortunate few who are doing well at work, you and focusing yourself in all parts of your life on your top priorities, as an executive, your “take stock” self-exam can keep you from becoming a victim of dissatisfaction and burnout.

Technology has allowed us to achieve quanta leaps in productivity at work, and we’d like to think we can accomplish the same kind of productivity gains in other parts of our lives. But the only increase we’re really experiencing is in feelings of overwhelm. Life is too short. We will not be able to do it all, but we can try to make what we do a rich source of personal satisfaction.

The quest for continuous improvement in the workplace—and everywhere else in our lives—is making us a nation of people overwhelmed by the burdens of modern life.

As always, an Asian philosopher, Lin Yutang, has a few words of clear insight for us: “Arrange to live sensibly, truthfully, and always with a sense of our own limitations.” It’s time to set your limits and leave overwhelm for someone else.

Managing” in written by Pete G. Pearson, Empi, a principal with CDI - Co-Development International, a global management consulting firm that helps corporations with strategic planning and complex business issues. For more information call 408-366-0466.

Start 1995 With A Commitment To Efficiency And Excellence

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Unfunded Mandates Challenged

by Amy Almasy

Budget deficits are an annual problem in Sacramento. But, in large part because California has to pay for both its own responsibilities and the expansion of Washington, the state doesn’t have $8 billion left to spend. Even if you are one of the fortunate few who are doing well at work, you and focusing yourself in all parts of your life on your top priorities, as an executive, your “take stock” self-exam can keep you from becoming a victim of dissatisfaction and burnout.

Technology has allowed us to achieve quanta leaps in productivity at work, and we’d like to think we can accomplish the same kind of productivity gains in other parts of our lives. But the only increase we’re really experiencing is in feelings of overwhelm. Life is too short. We will not be able to do it all, but we can try to make what we do a rich source of personal satisfaction.

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Antitrust Fundamentals: What You Need to Know Today

by Michael St. Peter and Susan S. Helwig
Law Offices of St. Peter & Cooper

With respect to the federal antitrust laws, it cannot be over-emphasized that compliance with the antitrust laws is a serious issue. A violation of the Sherman Act may be prosecuted as a criminal offense. Civil remedies are available for liability under any antitrust statute. Recently, the Clinton Administration has escalated enforcement activity, hired more antitrust lawyers and is bringing cases for conduct that was passed over during the Bush and Reagan Administrations.

Dealing With Competitors

Your company should decide on its own, without any discussion with competitors or those acting on their behalf: 1) the prices it will charge; 2) the quality and quantity of the goods or services it will sell; 3) the markets where the goods or services will be sold; 4) the customers to whom the goods or services will be sold; and 5) the volumes and time periods when the goods or services will be marketed.

It is important to note that an unlawful understanding among competitors can arise without any verbal communication, e.g., the "knowing wink." It can arise even when the parties expressly state that no agreement is being reached.

Do not discuss or agree with competitors about:
1) Fixing prices at any level, high or low;
2) Regulating the supply of competing goods;
3) Allocating geographic markets, territories or customers;
4) Fixing discounts, promotions or any other terms or conditions of sale;
5) Determining who can best serve certain customers;
6) Deciding to deal with a particular customer only on certain terms and conditions, e.g., an agreement among competitors not to sell to "price cutters;" or
7) Confirming any offered price.

It is lawful to gain any kind of information about your competitors and the marketplace by receiving such information from your customers, trade press or other sources. However, do not attempt to get competitive information from your competitors directly or from their agents.

Dealing With Customers

As a general rule, your company has the right to select its customers and decline to deal with anyone that it does not want as a customer. Any decision on this matter should be made by your company on its own and for good business reasons.

Do Not:
1) Dictate to a customer the resale price of a product or product line;
or to whom your customer may sell. Under certain circumstances, resale prices may be established, but if so doing, they must be clearly designated in writing as the suggested price, and no attempt should be made to require a customer to adhere to the suggested resale price.
2) Use market power over a product a customer wants to buy in order to force the customer to purchase a less desirable product or use your services.
3) Require a customer to purchase a particular product or product line from only you (exclusive dealing agreement) or require a customer to purchase a high percentage of its requirements over an extended period of time (maintenance contract), except under special circumstances which should be reviewed by your company's legal counsel in advance.
4) Fixing prices at any level, high or low;
5) Regulating the supply of competing goods;
6) Allocating geographic markets, territories or customers;
7) Fixing discounts, promotions or any other terms or conditions of sale;
8) Determining who can best serve certain customers;
9) Deciding to deal with a particular customer only on certain terms and conditions, e.g., an agreement among competitors not to sell to "price cutters;" or
10) Confirming any offered price.

There are three statutory defenses to price discrimination. In short, they are:
1) Meeting Competition. Discriminatory prices, which may be otherwise unlawful, are defensible when the seller acts in good faith to meet an equally low price of a competitor. A seller, when confronted with a buyer claiming to have received a better offer, should evaluate that claim in light of available documentary evidence and market data and its previous experience with the buyer. Do not ask your competitors for price verification.
2) Cost Justification. Price differentials resulting in discriminatory pricing are permitted where such differentials make only due allowance for differences in the cost of manufacture, sale or delivery resulting from differing methods or quantities in which goods are sold or delivered.
3) Changing Conditions. Price changes are permissible from time to time when they are responses to changing conditions affecting the market for or marketability of the goods concerned, e.g., perishable goods.

In addition, there are two judicially created defenses which are:
1) Practical Availability. If a lower price is practically available to all customers, some courts have found no price discrimination. This defense may be used to justify volume discounts. It is advisable to create several ranges of pricing in your price structure and evenly administer the program in order to justify volume discounts.

For Service in the Inland Empire call:

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APPLICATIONS NOW BEING ACCEPTED FOR UCR EXECUTIVE MANAGEMENT PROGRAM

Applications are now being accepted for the 1995 Executive Management Program of The A. Gary Anderson Graduate School of Management at the University of California, Riverside.

The program is designed to expand the skills of senior executives and managers in both the public and private sectors, said Maghroori.

"Traditional management education has usually emphasized skills dealing with planning, or what is sometimes referred to as decision sciences. Yet, in today's business environment, effective managers are those who can plan new products and develop new general management level programs," said Maghroori. "This program began from March 30 through June 15, 1995. It will open with a two-day retreat in Palm Springs followed by weekly sessions held at UCR from 2 to 5 p.m. on Thursdays. The deadline for enrollment is March 1, 1995.

The cost of the program is $2,500, and includes tuition, the Palm Springs retreat, parking, books and all costs associated with the program. Students who complete the program will earn a Certificate in Executive Management issued by the Graduate School of Management at UCR.

Topics covered will include leadership skills and development, effective management, communication skills, management information systems, team building, creativity, risk taking, managerial action, strategic management, managerial economics, managing change, re-engineering, managing ethnic diversity at work, and managerial ethics.

The program will also feature three guest speakers who will discuss contemporary issues in the private and public sectors. Amy Harrison, executive vice president and vice chairman of Children's Hospital Los Angeles; Jim McGurn, president and chief executive officer of The Press Enterprise; and Norman R. King, Moreno Valley city manager.

"UCR's program is an excellent value," said Ray Maghroori, associate dean and director of UCR's Executive Education Office.

"It is an ideal cost to the local community which have to pay expensive travel and lodging costs. And because the program meets once a week in the late afternoon, participants can attend without being absent from work," Maghroori said.

"In the context of the changing business environment, continuing management education is extremely important to every manager and professional in both the public and private sectors," said Maghroori.

The program's faculty includes:

Carlos Cottos, Michael Granfield, Erik Rolland, and G. Lawrence Zahe from UCR; Barry Potter from the University of Santa Clara; and consultants Edward Capitelll, Arthur J. Lange, William Lamy and Reed M. Powell.

Nearly 500 people have completed the Executive Management Program, which was established in 1983.

For information and registration, please call (909) 787-6329.
Making Advertising Work

by Martin K. Walker

Few often have you decided to spend money on an aggressive advertising idea. You get together with your associate and partners and decide, "Yes, this will get us noticed and help new business." You think about the important things you want to say to the ad, and you want to design it, and then you choose the publication. But as the days go by, the phone doesn't ring. The weeks go by, and an errant opportunity comes in, but hardly the "hit" prospect that you expected.

"You don't want your ad didn't run long enough, or it wasn't big enough, but neither was the prospect that you expected.

1. Do a Customer Profile.

Advertising is communication. You can't communicate with someone if you don't know who they are, what they do, where they go, what they like, etc. Take the time to study your customer. Be factual in your search. Use all the information you have available. If that is not sufficient or accurate enough, you can find external databases that may have more specific information. It may also be to your advantage, if the advertising campaign is going to be a significant expenditure, to conduct a simple survey of your customers to give you accurate, first-hand information. It may help in selecting your campaign vehicle, but it will definitely be worth it in the long run.

2. Select Media Carefully.

The market is flooded with different media. Newspapers, magazines, trade publications, direct-mail, cable TV, and specialty publications are just a few of the sources available. You have to clearly define the customer profile, match it with what best you can to the appropriate media. Call a few businesses who have placed an ad in the publication (pick a similar industry, or someone you think may have a similar customer profile). Ask them how long the campaign ran, and what have been the results, and take note of the size of their ad. If you do your homework, you will increase your chance for a successful campaign.

3. Review Content of Ad.

This is an area that can get stuck. You can put in what you want, but what do you leave out? There is usually one main reason people buy from you and not your competitor. You need to know this reason and focus on it in the ad. If you put too many things in the ad, no one will read it. The purpose of the ad is to get customers to call. When they do, the sales cycle can take over. Remember that sales is a step-by-step process. You can't accomplish everything at once, with just one ad.

Hopefully, following these steps will help reduce the risk of failure. Hiring a competent ad agency or marketing firm may be appropriate to save you having to do the groundwork. Good luck.

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**AppleOne helps our good reputation. Dependable fulltime or temporary employees—who know their way around an office.**

AppleOne is the fastest-growing independent employment service in the Inland Empire. San Bernardino and Riverside County. We locate candidates in minutes, and enhance your reputation! For skilled help...call AppleOne

**San Bernardino Business Heart of the Inland Empire**

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**FEBRUARY 1995**

Is Your Company Ready to Go Public?

By Donald N. Ecker

Every year, hundreds of business owners are drawn to the significant benefits that are offered by taking their companies public. Guided by experienced management teams and supported by professional advisers, many of these companies take advantage of the public support and have revenue of over $200 million and have revenue of over $100 million. But going public is not a panacea. The many stories are counterbalanced by many tales of failure and disaster. It is not unusual for a business to go public and have revenue of less than $100,000, many of which have never shown a profit. These "start-ups" normally have other flaws, such as an innovative new product with a potential market and a proven management team and can be an exposure to the financial community.

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Ranked #1 in the Inland Empire.

Serving the Western USA & Canada

AppleOne Provides Solutions for Today's Companies

GTE “Ringing” San Bernardino and Loma Linda
With World’s Fastest Digital Transmission System

GTE is building six self-healing fiber-optic rings to serve the downtown San Bernardino, Hospitality Lane, and the County Data and Communications hubs in northeast San Bernardino. This $10 million project will lay nearly 18 miles of local fiber-optic cable, providing the world’s fastest digital transmission.

“In Loma Linda, GTE will be adding electronics to an existing placement,” said Ken Foshay, public affairs manager, “putting the three major medical facilities on bi-directional Synchronous Optical Network (SONET) rings by March. The San Bernardino rings will serve major downtown businesses this year.”

SONET is an international transmission standard for carrying light signals over fiber-optic cable. It allows different equipment to connect with unprecedented flexibility and customer control. SONET rings form complete loops between switching equipment and customer locations.

SONET rings are capable of transmitting information at rates up to 2.5 billion bits per second (bps)—meaning the entire 500-page novel “The Fin” could be transmitted in just over two milliseconds. By contrast, a typical high-speed data circuit would take more than an hour to transmit the same book, and a typical voice channel would take almost a day.

The ring’s high speed and capacity mean that customers will have access to services such as interactive video conferencing, high-definition television, and the most advanced data transmission capabilities.

In addition, GTE’s SONET rings will dramatically improve network reliability through their capability of rerouting transmissions in as little as 60 milliseconds. This “self-healing” capability will give GTE customers uninterrupted service if the cable or equipment are damaged in any part of the ring.

The San Bernardino rings are part of GTE Telephone Operations plans to build rings throughout its serving territory. GTE has completed a 50-mile ring linking the cities of Ontario, Pomona, Covina, and La Puente. This is part of a five-ring network for the Ontario Airport area. In addition, GTE has fiber rings in West Los Angeles, Santa Monica, Long Beach, and Whittier, and will continue to build fiber-optic rings throughout California.

“We’ve been extending fiber technology to customers for years, and these rings give our customers significant increases in efficiency and reliability, as well as dramatically expanded opportunities for advanced new services,” Foshay said. “One of the biggest advantages about SONET, in addition to its speed and reliability, is its capacity to adapt to the future. SONET flexible enough to handle new transmission demands that haven’t been dreamed of yet.”

GTE provides local and regional voice, data, and video communications services to over 3 million customers in California. The California company is part of GTE Telephone Operations, which provides communications services to over 17 million access lines throughout the country.

California Exports Surge
Trade With Mexico, Japan Continues to Grow

A new report released recently by the California Census Bureau provides a profile of the nation’s social and economic status. The following are some useful and important facts contained in the report entitled, “How We’re Changing, Economic State of the Nation: 1995.”

• Homeownership rates are at record highs. Sixty-five percent of the country’s homes were owned in 1993, up 4 percent from the homeownership rate since 1985. The homeownership rate for married-couple families in 1993 was 79 percent, its highest level since 1988.

• More Americans are on public assistance. The average monthly number of persons participating in at least one of the public assistance program in 1991 was 30.9 million, up from 28.5 million in 1990 to 39.3 million in 1993. This was the fourth straight year the number of persons living in poverty has increased. However, the nation’s poverty rate has not changed. In 1993, 15.1 percent of all Americans were poor, a rate that was not statistically different from the previous year.

• The proportion of single-parent families has increased. The percent of all parent-child families went from 10.3 percent in 1970 to 27 percent in 1993. Nearly three-fourths of these “single” parents either had never married or were divorced.

• More of our preschoolers are enrolled in school. Nursery school enrollment has more than doubled from 1.3 million in 1990 to 3.2 million in 1993, due in part to the increasing educational levels and labor force participation rates of mothers.

• Households are dropping. Median household income was $31,241 in 1993, down 1.0 percent in real terms from 1992, when it was $31,553. In central cities of metropolitan areas of one million or more persons, the real median income of households declined 3.2 percent, from $74,498 in 1992 to $72,662 in 1993.

• Earnings of year-round, full-time workers declined for men and women from 1992 to 1993. This demographic profile was previously released from three surveys conducted regularly by the Census Bureau: the Current Population Survey, the Survey of Income and Program Participation, and the American Housing Survey.

Census Bureau Reports on State of the Nation

FEBRUARY 1995

INLAND EMPIRE BUSINESS JOURNAL • PAGE 21

EMPIRE BUSINESS JOURNAL • PAGE 20

INLAND EMPIRE BUSINESS JOURNAL

A Job Well Done!

Staff Control Inc.

is committed to safety and an injury-free work environment. Through a hands-on, pro-active approach, Staff Control Inc. has raised safety awareness in the workplace. Pictured above, Staff Control Inc. CEO, Michael J. Osborne awards a 1994 Distinguished Achieve to Norberto Maja for one year of injury-free work.

Temporary • Full-time • Security services
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we have witnessed a tremendous growth in these industries,” said California Recycling Industries Growing

During the past seven years, we have seen a tremendous growth in these industries,” said California Recycling Industries Growing

State officials contacted by the SBA call requirements

California Recycling Industries Growing

The growth of recycling businesses and establishment of recycling facilities is linked directly to state laws and policies adopted since 1986, including:

• Passage of the Beverage Container Recycling and Litter Reduction Act (AB 2029) in 1986. This Act, often referred to as the bottle bill, led to establishment of nearly 2,000 facilities, including a network of recycling centers at grocery stores, expansion of many existing operations, and facilities for new programs started by municipalities.

• The California Integrated Waste Management Act (AB 939), passed in 1990, requires cities and counties to reduce waste going to landfills by 25 percent each year, and 75 percent by the year 2000. It became the catalyst for establishing more than 400 of the 495 California recycling programs currently serving 11 million Californians. New waste reduction initiatives and composting programs are also being established in response to the law.

• Several laws which require specific products and packages, such as newspaper, plastic containers, and glass containers to use varying amounts of recycled material. These laws provide assurance of markets for increasing amounts of post-consumer recyclables being collected.

• Legislation establishing Recycling Market Development Zones, state loan programs, and an equipment tax credit—another major program of the framework to stimulate new business and expansion of existing operations.

State officials at the California Department of Resources and Businesses.

We specialize in BIG LOANS for SMALL BUSINESS

Our full-service SBA Loan Department can assist your business with financing for:

• Purchase / Refinance of Owner-Occupied Commercial Real Estate
• Working Capital
• Equipment
• Business Acquisition / Expansion
• Inventory
• Debt Refinance
• Leasehold Improvements

As a local community bank, our primary objective is to provide area businesses with superior service and quality business banking products. It is our goal to do our best to meet your company’s immediate credit requirements and build a lasting banking relationship.

For details on our SBA loan programs, call John Woodward, Vice President / SBA Loan Manager, (909) 961-4000.

SBA LOANS Approved in Record Time

The Sacramento-based City of San Bernardino, is our

The City of San Bernardino, the catalyst for starting new profitable business opportunities in recycling, waste reduction, and composting. Nearly every community in California benefits from these “green industries,” says researchers for a leading state environmental organization. State officials contacted by the group see growth continuing, generating new jobs in processing and manufacturing based upon recovered materials.

A unique survey of businesses engaged in various stages of the recycling process—from collection and processing of recovered materials to manufacturing and sales—identified 1,787 companies operating more than 3,000 facilities across the state.

“During the past seven years, we have witnessed a tremendous period of growth in these industries,” said California Recycling Industries Growing

Continued From Page 1

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The Governor's Council of Economic Advisors

Task Force on California Tax Reform and Reduction

Task Force Report on California Tax Reform and Reduction: Key Facts

1. The California economic recovery is well underway. Employment is up, and the unemployment rate is down.

2. All economic forecasters are predicting continuing economic growth for California.

3. Revenues are coming in ahead of projections, and, importantly, will continue to grow as the recovery continues for the next few years.

4. With a conservative economic forecast and assuming current tax rates, the Task Force estimates cumulative state General Fund revenue increases of $37.42 billion over the next five years.

5. High personal and corporate income taxes remain a serious obstacle to California's competitiveness.

Conclusion and Recommendation

1. The Task Force concludes that the current high income tax rates are a threat to the strength and duration of the recovery and longer-run competitiveness, and therefore...

...2. Recommends an across-the-board 15 percent reduction in personal and corporate income tax rates, phased in over three years.

...3. That the tax rate reductions would accelerate economic growth, raise taxable incomes, and help the private sector create more jobs.

...4. Economic Forecast

The analysis of the Task Force shows that California's economic recovery has been underway for about one year and is expected to continue through the 1990s if sound economic policies are followed.

...5. The Task Force projects that California's economy will grow at about the same pace as the rest of the country over the next five years—about 5.9 percent growth per year in nominal income (a little under 3 percent real growth, plus a little over 3 percent inflation).

...6. This is a prudent forecast: economic growth in California is likely to grow more rapidly than in the rest of the country in the next three years.

...7. California's recession was deeper and its economic recovery started later than in the rest of the country. California still has a long way to go to catch up, and will grow relatively rapidly as it does so.

...8. The forecast of the Task Force is about in the middle of other forecasts.

...9. Many economic forecasters are now raising their economic forecasts for California.

A Solid Year for Housing

by Frank L. Williams, Executive Officer, Building Industry Association/Raley View Chapter

"In spite of the constant rain, our sales and traffic were up in January by more than 20% from last year's total..."

Tuxedo Junction Expands With Veils and Tails

After almost eight years of providing the Inland Empire with tuxedo rentals for all formal occasions, Tuxedo Junction co-owners Vada and John Turco have expanded and incorporated the sale of bridal and pant suits for those same formal occasions.

In September 1994, after extensive remodeling of their new leased quarters, Newport Beach, Orange County's Vada and John Turco moved their Chino branch of Tuxedo Junction into its own tuxedo rental is free with the purchase of a five paid rentals for others in the wedding party.

On the Tuxedo Junction side of the shop, fashionable and competitively-priced men's formal wear features Wester, Pierre Cardin, Slacks, Oscar De La Renta, and Henry Grethel for sale or rent. For large weddings, the groom's tuxedo rental is free with the new storefront proclaims the new selection of ladies gowns for all types of weddings, parties, proms, and special events.

The bridal finery includes gowns, shoes, jewelry, and other accessories to create perfectly coordinated ensembles for members of the bridal party and friends of the bride and groom.

One intriguing choice is the poplar new ensemble which consists of an "old west" bridal top and Temecula is a haven for San Diego County commuters. As the price differences are expected to remain high into the foreseeable future, these three state minimum wage rates will continue to lead the Inland Empire's workforce growth in 1995 and beyond.

According to the report, the St. Bernardine Kidney Transplant Center, which, in addition to the professionals are dedicated to the success of the transplant center, contributed to the success of the transplant centers in the state.

Bernardine Medical Center (San Bernardino) has the highest kidney transplantation rate at 28.5 percent. As is well known, San Bernardino County was one of the early leaders in the field of kidney transplantation.

A major reason that 1994's strength is sustainable is because of one or more of the following:..."
Temecula Valley Economic Development Corporation Seeks to Aid Troubled Businesses

While bringing new business, which means more jobs, to our valley is one of the goals of the Temecula Valley Economic Development Corporation (TVEDC), the organization has placed top priority on retention of the businesses already here. This involves finding answers to why businesses fail and why some move to other locations outside our area.

In order to address this matter, the types of businesses need to be broken down into two categories: those that sell a product or service and those that produce a product.

Several factors can contribute to failure of businesses that provide products or services—among them: insufficient operating capital, poor location, a poor understanding of their markets needs, lack of marketing know-how, inadequate inventory control, and not understanding the relationship between provider and consumer.

In the case of those businesses that are looking for a new location outside our area—the motivation to relocate may have nothing to do with the success of the business, but rather with frustrations encountered in dealing with public agencies that they perceive to control their destiny. They become sensitive to over-regulation by city ordinances, codes, and permit requirements which they see as an obstacle to their success, or at least a nuisance they would like to do without. Whether they can find the utopia they are seeking elsewhere is a moot point.

So much for the producers...now for the consumers. Why do they fail or seek a place in the sun somewhere else? Fortunately, not too many of them fail, but in some cases they do look for what they think are greener pastures or a more friendly environment. Again, some of the same factors listed above come into play, but so do costs of labor, distribution problems; taxes; financing for expansion; local, county, and state regulations; and a multitude of other things best described as red tape.

So what can TVEDC do to help in such cases? The answer lies in the TVEDC outreach and business visitation program, along with a series of special workshops designed to assist those businesses that are experiencing problems that could lead to failures or departures from the Temecula Valley.

The outreach or visitation program consists of a TVEDC member calling on a business to ascertain their need and to inform them of how TVEDC can be of assistance to them. This may involve a quick assessment of factors leading to their problems and guiding them to appropriate solutions. The important thing is to let business members of the Temecula Valley know that TVEDC exists and is here to help them. TVEDC members constitute a contact person on a multitude of resource experiences to overcome business problems. In addition, TVEDC has an extensive portfolio of outside agencies that can assist at little or no cost. These include such organizations as SCORE, SBDC, CACDC, and local financial institutions.

Information gained through these workshops or outreach approaches has been the subject material in designing informative workshops that are available to local businesses. TVEDC can assist in problems with utility costs because of a close working relationship with the companies providing such services. TVEDC can simplify the area of local government because the TVEDC has the support of the city of Temecula and the county of Riverside. TVEDC works hand in hand with both agencies to ensure a healthy economic environment for Temecula Valley.

Any business that is experiencing problems which are causing them to consider shutting down or moving out of the area will want to contact the TVEDC before making any final decisions. Just call 909/695-5130 or (800) 325-5421.

Inland Empire Profile

Name: Jeffrey D. Brown
Occupation: General Manager, Ontario Airport Marriott Hotel
Short Biography: Born in Buffalo, N.Y. B.E.S degree in food service administration/business from Rochester Institute of Technology.

Family: Wife, Louise; son, Stewart; daughter, Denise.
Hobbies: Fund-raising, step aerobics, football, Los Angeles.

Affiliations: Kiwanis; Corporate 2000 (San Antonio Hospital); Ontario Convention & Visitors Bureau; American Heart Assoc.; Chaffey College Foundation.

Personal Accomplishments: Marrying Louise! Developing 12 junior hotel managers to general managers.

Best assets in the Inland Empire: In people: progressive warm! Central to all Los Angeles.

Greatest Concerns in the In.E.: Airport expansion needed now!

Last Book Read: "Eating the Competition's Lunch", by Bill Scott.

Last Movie Seen: "Pulp Fiction"


Resides: Alta Loma.

Chapman University Economic Forecast Released

The Chapman University Center for Economic Forecast in Orange, California recently released the results of its annual economic forecast. Following are highlights of the forecast:

1995 U.S. Forecast

• The effects of monetary tightening and rising interest rates through 1994 are expected to result in a slowing of real GDP growth in 1995. On an annual basis, growth in real GDP is forecasted to decline from 3.9 percent in 1994 to 2.4 percent in 1995.

• The economic expansion that has now been underway for nearly four years was fueled in 1994 mainly by strong growth in private investment. Nonresidential investment has increased rapidly over the past three years and is expected to be a major factor influencing real GDP growth again in 1995.

Most So. Cal. SBA Loans Go for Real Estate Purchases

by Cathy Fagin

New Loan Celling in Place

Despite the recession that has been plaguing California for the past several years, upping and current small business owners have found hope and relief with the Small Business Administration’s offerings. Funding provided by the SBA has afforded many an entrepreneur the capital to start or expand his or her business. Some, however, are disinclined with the SBA and institutions that provide the loans, citing unfair lending practices as the problem.

According to records and interviews, the distribution of SBA loans in Southern California is uneven, with loans for property acquisitions comprising the bulk of loans granted. Applications for SBA loans to be used for other business expenses, such as working capital and equipment, are less likely to be approved.

While critics say that there is just too much concentration on lending for real estate, lenders say that they are simply responding to the demands—the biggest need lately has been for property on which to locate a business.

For real answers to our Public of 1-900-375-1574.
Importance of Training in ISO 9000 Certification

The requirements for company-wide training are spelled out in Sections 4.18 of ISO 9001 and 18.1 of ISO 9008. All training records are reviewed by the certifying registrar during the compliance audit. Training is an investment in upgrading employee skills and knowledge, with resulting gains in productivity, morale, and profits. Low-cost computer hardware and software is available for complying with the ISO 9000 training objectives.

Steps for Developing a Training Program

1. For each position, clearly identify, with a detailed job description, the knowledge, skills, and tools needed.
2. List the employee’s (or prospective employee’s) skills for each position.
3. Identify any gaps in skills.
4. List the training topics for each position.
5. For each topic, develop a course

Little-Known Provision of Federal Tax Code That Can Help

Managing corporate cash often presents a real challenge for the small- and medium-sized company. Short-term working capital, of course, remains readily accessible, liquid accounts. The dilemma for many companies is how can we maximize the yield on funds that will be held in reserve for longer than a half day?

The first consideration is usually safety, followed by liquidity and yield. Even considering the higher interest now being paid on demand (i.e., checking and money market) accounts, yields in the 4 to 5 percent range may actually represent a flat return after taxes and inflation are factored in.

Here are some alternatives worth investigating. For short- to medium-term corporate cash, income securities offer an enticing mix of performance and tax advantages. Corporations in the 34 percent marginal tax bracket can easily double the after-tax yield on low-cost computer hardware and software is available for complying with the ISO 9000 training objectives.

Auction-rate preferred stocks, adjustable-rate preferred stocks, preferred equity redemption cumulative stock, and other high-yielding common stocks.

As with all taxable matters, there is a catch. The investor must be a corporation, and securities must be held for at least 46 days. Obviously, any investment in an equity-based security carries with it a degree of risk. Indeed, many corporate treasurers are loath to invest so much as a farthing in equities of any sort for fear of losing principal.

Fortunately, there is ample variety—and hence degrees of volatility—associated with qualified dividend securities. Auction-rate preferred stocks rank high on the list for safety and yield. Auction-rate preferred issues sell at a price (i.e., price) every 49 days. Thus, every 49 days the dividend is reset. Generally, the yield is set slightly above the 60-day commercial paper rate. Adjustable-rate preferred stocks (ARPS) combine some of the traditional features of preferred stocks and short-term money market investments. Yields on these securities are adjusted each quarter by a fixed percentage relationship to the highest of three broad market indices—90-day Treasury bills, 10-year Treasury notes, and 20-year Treasury bonds.

For more information Call 1-800-234-6393

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For More Information Call 1-800-234-6393
Antitrust Fundamentals: What You Need to Know Today

Promotions

A seller is prohibited from granting advertising and marketing allowances to customers unless they are available to all competing customers on proportionally equal terms. To make a promotional offer "available," a supplier must take reasonable steps to make the offer known to all competing customers. A promotional program may fail to meet the availability requirement if it does not offer all competing customers an equal opportunity to participate. Any method that treats competing customers unequally, or on different terms, may be used. A seller is required to make available promotional benefits both to direct buying retailers and to competing retailers buying through wholesalers.

Trade Associations

Although trade association meetings, communications and activities are perfectly lawful, great care should be taken to avoid any improper appearance that the trade association is being used as a cover to discuss prices, costs, customers, or similar subjects. Avoid listening to, participating in or eavesdropping on any discussions of such subjects by competitors. Avoid any informal or side-of-the-table discussions where such subjects may come up.

Sculpture in the Square

Two commissions will be awarded: $40,000 for Sculpture A, the primary focal element located in a pedestrian-friendly plaza area, and $30,000 for Sculpture B, a secondary focal element located within a third project. Sculpture B should include water as an integral element. The jury panel is open to a variety of proposals, including but not limited to interactive projects that involve the community.

What's Worse Than Not Needing Legal Help? Not Being Able to Afford It.

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All this and MORE for less than a lunch a week!

Talking Techno on the Information Highway

New cable television programming especially for Inland Empire residents is bringing Ontario's local residents up close and personal every Thursday at 5 p.m. "About Town." Hosts Jack and Teresa focus on Ontario, as they take a tour through Ontario's famous Avenue Christmas displays, in a 30-minute program aired on Comcast Cable channel 3. Two new shows will be aired each month.

Writen Development Co., a subsidiary of the Home Group of companies, in association with the Arts Foundation of San Bernardino County and the Wignall Museum/Gallery of Craftsmanship, is sponsoring a juried sculpture competition in order to award two commissions for the design, construction, and installation of two original outdoor sculptures. This competition will be held in the spring to open to all artists who reside, work, or maintain a studio in the counties of San Bernardino, Riverside, Imperial, Orange, Los Angeles, San Diego, San Luis Obispo, Santa Barbara, and Ventura. Selected sculptures will be placed in the Two Center Square at the Terra Vista retail project. Currently under development, Terra Vista Center Square is a 225,000-square-foot retail site which is directly east of the existing Terra Vista Town Center on Foothill Boulevard in Rancho Cucamonga.

About Town" Focuses on Ontario

Ontario Mayor Joe Skenes left an ad in "About Town" with TV hosts. Joe Lybcnd and Lillian Vasquez.

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A. No. But that doesn't matter. The answer is no, you're taking computer dwves. And they have no influence in the business world. In fact, don't waste time talking to people who understand technology. They can't help advance your career.

Q. Getting into the Information Highway seems logical for computer companies. What if the market is small to the technology field?

A. That's OK! This is the "Information Age." Everybody can cash in. For instance, a food company in Minneapolis is making a tidy sum by producing fortune cookies with Techno Talk phrases like, "You're ready for a Paradigm Shift."

Q. How can the average businessperson become involved in the Information Highway?

A. The first step is to "Talk Techno." Fortunately, it requires no special knowledge or training. To Talk Techno, just use the words "network," "virtual," or "multimedia" in every other sentence. And remember, the prefix "cyber" to nouns.

Q. What's a "Paradigm Shift"?

A. Paradigm Shift is to computing what "new and improved" or "alpha" is to advertising. This handy phrase can be described anything. It can be good or bad, depending on your tone of voice. Add it to your everyday language.

Q. I've heard that the Information Highway is if ever happens, won't have any practical applications for years. Why is there so much interest in it now?

A. Because the Information Highway is hot. It's trendy. It's positively cyber-splendid. No one wants to be left out. A Denver publisher told the Wall Street Journal that almost every person release he gets mentions the Information Highway. "If they say, 'Information Highway,' they figure people will read it," the publisher commented. "It's like saying 'Fire Sex.'"

Q. Isn't that overstating it?

A. You have been to a single's bar lately? In most cases, the Information Highway is more appealing than free sex.

Q. On one hand, the White House says industry should develop the Information Highway with a profit motivation. On the other hand, the White House says the Information Highway should be accessible to everyone, even if companies lose money. Isn't this inconsistent?

A. It's no more inconsistent than a national Health Care plan that links the concept of "cutting costs" to "government control." Inconsitent? Next you'll say it would be inconsistent to cast Madonna as the lead in the Mother Teresa Story.

Q. In a recent commercial, AT&T explained the Information Highway like this: "This is about data, digits, technology. It's not even about highways. It's about you and me and Uncle Jack and everybody." What does this mean?

A. "You and me and Uncle Jack and everybody?" It means I'd lay odds that the cable companies are going to beat out the phone companies to get control of the Information Highway.

Q. The "Information Highway" has been called an inaccurate term. Trend guru John Naisbitt criticized the phrase "for suggesting that one entity and not the marketplace can advance technology. Why did the phrase "Information Highway" become more popular than Ross Perot's term, "The Electronic Town Hall."

A. Perot's idea of cut-and-choose communications is a hand-drawn flip chart. It may seem that Perot downloads most of his time in outer space. But he's hardly a role model in the多万元 in the New Era of Technology.
reservoir, located in the Domingoni and Diamond valleys southwest of the city of Hemet. The other contract is for the relocation of a major road that currently runs through the valley.

Metropolitan’s board contracted with Upland-based Advance Contractors for $45.6 million to construct the Eastside Pipeline.

“This pipeline will serve as a vital link to the reservoir, allowing Metropolitan to fill as well as drain the lake, which will store as much as 268,000 gallons of water,” Woduschka said.

Construction of the mortar-lined steel pipeline is expected to begin in March, with completion scheduled two years later.

E. L. Yager Construction of Riverside was awarded the $19.2 million contract to relocate Newport Road, which runs through the valleys between Winchester Road (Highway 79) and State Street.

During the relocation, Newport Road will be moved just north of the hills that form the eastern boundary of the lake to make way for the reservoir’s east and west dams. As part of a multi-party agreement, which includes the State of California, the new road will be four lanes, instead of the current two.

The relocation project will include bridges over Metropolitan’s San Diego Canal and the Salt Creek Channel at both Warren Road and Sanderson Avenue, as well as a pedestrian overpass underpass at Lyon Avenue. The Salt Creek flood control channel also will be approved under the project.

Road construction is scheduled to begin in March, with completion expected in a year.

Both Advaco Contractors and E. L. Yager Construction exceeded Metropolitan’s contracting targets for minority participation by 24.7 percent and women-owned businesses established under the district’s Metropolitan’s contracting targets for women-owned businesses, while E. L. Yager projects subcontractor participation of 20.3 percent and 7 percent for water-contact sports, such as water skiing. Several smaller recreational lakes will be built on the lake, and it will accommodate water contact sports, such as water skiing. Several smaller recreational lakes will be built on the lake, and it will accommodate water contact sports, such as water skiing. Several smaller recreational lakes will be built on the lake, and it will accommodate water contact sports, such as water skiing. Several smaller recreational lakes will be built on the lake, and it will accommodate water contact sports, such as water skiing.

Basic Information on Domingoni Reservoir

Metropolitan Water District of Southern California (MWD) was created by a joint powers agency in 1928, following passage of an enabling bill by the California Legislature to provide supplemental water for cities and communities within the southern coastal plain. The district’s first project was the construction of a 242-mile aqueduct to the Colorado River, an engineering masterpiece that the district will own and operate.

MWD’s service area now includes about 225 cities and unincorporated areas and cover some 5,200 square miles in Los Angeles, Orange, San Diego, Riverside, San Bernardino, and Ventura counties. The area has a population of nearly 16 million and is growing by about 250,000 people a year. By the year 2010, Metropolitan’s consumer population is projected to be almost 19 million.

Metropolitan provides nearly 60 percent of the water used in its service area. By 2010, regional consumer water demands are projected to increase from the present 3.4 million acre-feet per year to about 4.5 million during normal weather conditions. One acre-foot of water is about 326,000 gallons and provides the needs of two average Southern California families in and around their homes for one year.

The value of the district’s physical assets, including the Colorado River Aqueduct, 15 hydroelectric plants, five Evaporation Plants, and other facilities, reported at cost, is $33 billion.

Water Sources

Colorado River Aqueduct delivered through San Diego Canal into reservoir forebay. Water is pumped from underground reservoir.

California State Water Project from Lake Silverwood into reservoir by gravity, through new 12-foot diameter, 45-mile Inland Feeder, connecting with the new 9-mile Evaporation Pipeline.

Storage Capacity

326,000 acre-feet of water

Environmental Mitigation

Santa Rosa Plateau Ecological Reserve, addition of 3,700 acres to existing holdings of The Nature Conservancy.

90,000 acres of avocado groves and other citrus groves, including lands around reservoir. Lake Skinner, and the 2,500-acres Dr. Ray E. Shively Reserve.

Recreational Opportunities:

Bicycling
Fishing
Golfing
Hiking trails
Sailing
Scenic Overlook
Spending trails
Swimming

Home Sales Up; Foreclosures Down, According to TRW REDI

Last year marks the first year that home sales in California reached the country’s largest housing market, having improved since the start of the recession four years ago. According to a new report issued by TRW REDI, state real estate information company, an estimated 390,000 single-family homes were sold in California—an increase of 13 percent from last year but still a third less than the volume of sales in 1989, at the peak of the state’s real estate boom. Sales of new homes in the state increased by 7 percent from last year, 2010, at the height of the state’s economic recession, real estate experienced a slow start, with sales dropping by around 3 percent. Home prices in California are now between 10 to 20 percent lower than in 1995.

In addition, 1994 will be another record year for foreclosure activity in California with mortgage lenders repossessing more than 76,000 residential and commercial properties with a combined mortgage value of $15 billion. That represents a jump of 13 percent from last year but well below the rate of increase that the state has experienced since 1990. Between 1990 and 1992, at the height of the state’s economic recession, foreclosures increased fivefold. "Against a backdrop of improving economy and real estate market conditions in California, foreclosures have stabilized," said Natta.

Within California, the southern metropolitan areas continue to fare worse than the other regions.

HealthTrust Inc. Merging with Columbia/HCA

Chino Valley Medical Center’s parent company, HealthTrust Inc. (HTI), is the nation’s second-largest health care provider. Columbia/HCA Healthcare Corporation is the nation’s largest. HTI and Columbia/HCA recently announced that they will merge, which will create the nation’s largest health care provider. According to Kenneth C. Westbrook, CEO of Chino Valley Medical Center, merger negotiations are progress smoothly and should be completed sometime in March or April.

After merger, Columbia will have 313 hospitals with approximately 60,000 licensed beds and 1.2 million square feet of space in 37 states and two foreign countries. Columbia will employ over 175,000 employees and total annual revenues of over $10 billion.

HTI’s current chairman of the board, Clayton McWhorter, will become Columbia’s chairman, while Columbia’s chairman, Richard Scott, will become the company’s president and chief executive officer.

Chino Valley Medical Center will become one of 12 Columbia hospitals in California and the only one in the Inland Empire. Columbia is planning to have a major presence in large metropolitan markets, including Southern California.

According to Kenneth C. Westbrook, Chino Valley Medical Center’s chief executive officer, “This merger positions CVHC for future strength. Our immediate and long-term success is characterized by functioning as a team and providing the highest quality health care at a cost-effective manner.”

Chino Valley Medical Center’s latest expansion is the construction of a Magnetic Resonance Imaging (MRI) center. The MRI Center will feature General Electric’s 1.5 Tesla MRI Imaging System, providing extremely high imaging accuracy and enhancing imaging diagnostic capabilities. The MRI Center is scheduled to open Feb. 1, 1995.

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Santa Margarita Company, founded in San Juan Capistrano, and Western National Group, an apartment management giant based in Orange, have completed a joint operation with Santa Margarita Co. in Orange, that they will join forces to form one of the state's biggest real estate concerns. The merger will encompass community and commercial real estate development and apartment property investment, management, and development. It follows by a few months the announcement of the companies' home building operations to form San Juan Group, Inc.

The founding family of Santa Margarita Company was also the founding family of much of Southern California. In 1882, family patriarch Richard O'Neill and his partner, James Flood, purchased two huge tracts of rancho that originally included much of south Orange County and north San Diego County as far south as Oceanside. One large tract was purchased by the government during World War II to become Camp Pendleton. A grandson, Richard J. O'Neill, founded Mission Viejo on another parcel.

"So far, we can say that our mistakes are all deals we passed on, not the ones we did," Michael K. Hayde, president of Western National, said in a 1993 interview.

So far, we can say that our mistakes are all deals we passed on, not the ones we did," Michael K. Hayde, president of Western National, said in a 1993 interview. In times like the '86-87 boom, you can look pretty stupid being so cautious. Banks were telling us they'd loan us all the money we wanted. Today, the banks are telling us we're pretty smart.

Analysis predict that Western National's autonomous leadership and sophisticated financial planning will enhance its joint operation with Santa Margarita Co. After the merger, Hayde will become chief executive officer of the new company. Currently Western National's chairman, will be Santa Margarita's vice chairman and chairman of the executive committee after the merger.

Western National Group employs 940 people nationwide. Businesses include management, development and acquisition, community and multifamily housing. Major holdings include management of 27,500 multifamily units. In the past 30 years, the company has acquired 400 apartment units in Mission Viejo, 500 in Rancho Santa Margarita, and 1,358 in Lake Forest.

Santa Margarita Company's businesses include land management, cattle ranching, and real estate development. They have 100 employees and own a total of 3,000 acres of community of Rancho Santa Margarita on the company's 40,000-acre Rancho Mission Viejo property.

Western National Group is one of the few developers to come out of the nation's worst recession in 60 years ahead of the game. The company stopped buying land in 1987, when real estate downturn was imminent and instead used their skills to develop for others. They earned more than $10 million in 1992 and 1993, during the worst of the recession. One of the larger apartment owners and managers, it ranked 26th in an annual survey last year, with 27,000 units under management. As well as taking responsibility for providing the full range of city services, the city council will decide land use issues like any other city council. They were on their way. It was a roll.

In the meantime, in Ontario and Chino, "Fired up" might apply to the cities of Ontario and Chino when this El Prado Cityhood phenomenon moved closer to reality. The leaders of the respective cities began a period of serious discussions with the EPIC leaders and with the El Prado community at large. They began, in earnest, to promote a new vision for El Prado, one involving first a sphere of influence, then planning an environmental studies, and eventually annexation into their borders. The presentations were attractive. Change was promised. A vision for El Prado would result — and far faster than under the aegis of existing city. Expectantly, this lure of integration into an already established city overtook and overwhelmed the El Prado community desire for cityhood. EPIC, on community direction, officially and conditionally checked cityhood in a LAFCO hearing and redirected its efforts to one of connecting with one of their municipal neighbours. The question was which city would it be? Ontario? Chino? Chino Hills?

A poll of the property owners showed a strong preference for connection to Ontario, especially with the approximately 6,200 acres of land north of the Chino Airport. And, when LAFCO finally made its decision late last year, Ontario was "awarded" this large sphere of influence in the northern sector of the preserve. The property owners, however, are not happy with the first results.

Mrs. Peterson is president of First Federal as a director.

Finances were a major concern in the city of Chino, which was originally a town. It was a roll in the hypothetical. The leaders of the city council, which they would call Cityhood, was not happy with the new law. The new law gave the property owners the ability to appeal a LAFCO decision on issues by initiating a special election to redraw the lines—permanently—if they were not happy with the first results.

The leaders of the city of Chino,35 percent of the property owners of the preserve west of Euclid Ave., and South of Kimball Ave. have been encouraged by the city of Chino Hills to "come over" using "272." Indeed, since the awards were made to Ontario and Chino, disaffected property owners in the southeast area of the preserve have listened to proposals from Chino Hills as well as Chino, which has redirected its efforts to retain some of the property owners. Each city has demonstrated its own municipal strengths and willingness to bring planning and appropriate development to that area, and on balance, this has probably been a very healthy process.

While the outcome of the municipal competition is uncertain, it is certainly reassuring that something positive is happening here and that market forces are at work. It will guarantee that decisions regarding use of the lands will be lasting and, in part, determined by that category of people who have previously been left out of the process—the people who live here.

Mrs. Peterson is president of First Federal as a director.

"First Federal is a community-based mutual financial institution that has been serving the San Gabriel Valley for many years," noted Barbara Petersen, the president and CEO, and Royce, as local business leader with expertise in asset management and information systems, is an excellent choice for chairman of the board.

"First Federal currently exceeds all three capital standards, which qualifies the association as a "well-capitalized financial institution" under guidelines established by the Federal Banking Insurance Corporation. The savings and loan, which has assets of $230 million, is located in West Covina and has branch offices in Covina, Hacienda Heights, La Verne, City of Industry, and Arcadia.
Commitment to Education

San Bernardino Seeks Post Office Jobs

FEBRUARY 1995

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The City of San Bernardino Economic Development Agency, in conjunction with Bernardino Valley School District, is seeking a permanent relationship with the San Bernardino Regional Office of the United States Postal Service (USPS) to bring over 800 new jobs to the city, replacing many of those lost by the Norton Air Force Base closure last year.

If the proposal is accepted by the USPS, the facility will be available for operation in July of this year.

As REC is capable of viewing mail over a video monitor from the United States Postal Service headquarters, the proposal includes a system for the city to purchase whatever mail arrives in the United States. Once the address of the mail is viewed, a coder types in the address barcode that is found at the bottom of a piece of mail.

The proposal is to bring a USPS Remote Encoding Center (REC) to San Bernardino. The proposal consists of the renovation and installation of a US Postal Service office building located at 1470 South Avenue, 369 parking spaces, private security, and applicant screening and testing assistance. On-the-job training assistance may also be provided for new employees whose hourly salaries would range from $9.25 to $18 per hour, or $11.75 for full-time work.

Marriott Valley High School Scholarship Foundation awarded over $40,000 in scholarships to 42 graduating seniors. Approximately 425 seniors applied for the scholarships. The first $10,000 of the $40,000 awarded has been a scholarship for San Bernardino.

"The whole town pitched in," said Tim Welsh, executive director of the Marriott Valley High School Scholarship Foundation. "As many as 45 small businesses made contributions, and all seven PTAs contributed," she added. The remaining $30,000 was raised through a $50,000 gold foundation scholarship award.

"I think we were so successful in raising scholarship funds because our Dollars for Scholars volunteers made personal contacts with local businesses," said Welsh. "We had wide community support from a population area of only 27,000," she said.

"I believe many people became involved when they learned the scholarship would carry their name or their company's name. A scholarship of $250 means a lot to our graduates, said Welsh. "We had one case where one student at a community college, where many of our students go," she added.

"The grant from Southern California Edison will be used to help pay for these additional scholarships. We have plans to raise $50,000 this year, and we need to begin to develop a strong base of support for future years," Welsh said.

"Dollars for Scholars is helping us invest in our children's future, and grows within the community about Dollars for Scholars, we should be able to increase our investment with more scholarships and additional educational opportunities. The dollars for Scholars Foundation is doing good work," Welsh said.

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High End Draw Programs, Are They Worth the High Price?

Drawing electronically is not as complicated as it may first appear when you start working in one of these programs.

The new upgraded versions of these draw programs seem limitless. Gradient Fills, Blends, 3D Extrusion, Calligraphy Pens, Transparent Fills, and Trimming are only a few of the features you can work with. Each program offers its own special effects. Illustrator now has Free Distort, Roughen Paths, Twist, Twirk, Scribble, Punt, and Bloat filters that dramatically alter the shape of an object. Freehand introduces a new Fish Eye lens, an Eyedropper that can pick up color from TIFF images as well as a 3D Rotation, and a Smudge tool. CorelDraw offers over 5,000 click and draw symbol templates, and the ability to clone master objects. What you change in the master, all cloned objects will change automatically.

If you look at high-end draw programs before you need to make minor changes without bringing in a professional. This savings alone could possibly cover the cost of the program. If your logo is in a TIF, EPS, or PIC format, you can import it and use it as part of your program. If you need to do this, be sure the program is the perfect place to do it. With guidelines, scaling, and geometrical symbols, you can create simple to complex maps of any area. If you all it is time to send your art-ready work to the printer, you can make sure it is done correctly by using the color separation feature that comes with these programs and by using traps and creating over print areas to ensure white outlines don’t appear on your final product.

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Drawing electronically is not as complicated as it may first appear when you start working in one of these programs.

The new upgraded versions of these draw programs seem limitless. Gradient Fills, Blends, 3D Extrusion, Calligraphy Pens, Transparent Fills, and Trimming are only a few of the features you can work with. Each program offers its own special effects. Illustrator now has Free Distort, Roughen Paths, Twist, Twirk, Scribble, Punt, and Bloat filters that dramatically alter the shape of an object. Freehand introduces a new Fish Eye lens, an Eyedropper that can pick up color from TIFF images as well as a 3D Rotation, and a Smudge tool. CorelDraw offers over 5,000 click and draw symbol templates, and the ability to clone master objects. What you change in the master, all cloned objects will change automatically.

If you look at high-end draw programs before you need to make minor changes without bringing in a professional. This savings alone could possibly cover the cost of the program. If your logo is in a TIF, EPS, or PIC format, you can import it and use it as part of your program. If you need to do this, be sure the program is the perfect place to do it. With guidelines, scaling, and geometrical symbols, you can create simple to complex maps of any area. If you all it is time to send your art-ready work to the printer, you can make sure it is done correctly by using the color separation feature that comes with these programs and by using traps and creating over print areas to ensure white outlines don’t appear on your final product.
Local PBS Affiliates Seek Support From Inland Empire Audience

Continued From Page 3

20 telecourses are being offered for credit through San Bernardino Valley College and Crafton Hills Colleges. Locally produced programs include "Impacto," "Dialogues," "College Close-Up," "I Remember Television," "Table For Two." The February 1994 Nielsen ratings showed that KVCV-TV had 160,000 TV households tuning in at least once per week representing over 300,000 individual viewers.

Those are the facts and the history. As far as subjective data goes, KVCR's position is clear. The $285 million that Congress appropriated for the CPB for 1995 represents $.80 per American for Public TV and $.29 per American for Public Radio. Of that amount, $98,826 will go to KVCR-FM (representing 27 percent of their operating budget). KVCR-FM combines the critical CPB appropriation with San Bernardino Community College District funds (54 percent of their budget) and funds raised through outside income and fund-raising (19 percent).

KVCR-TV receives $439,544, which represents 34 percent of their annual budget. Another 40 percent of their budget comes from the College District, and 26 percent is provided by fund-raising and outside income. In both cases, the CPB's role is to oppose any rescission of Federal funding and to speak out in favor of continued Federal support to the CPB.

Names and addresses of local representatives are listed below. For those preferring to call, the United States Capitol switchboard can be reached at 202/224-3121. All Congressional Representatives receive their mail at:

- United States House of Representatives
  Washington, DC 20515

Names and districts are:
- Rep. Jerry Lewis (40th)
- Rep. Sonny Bono (44th)
- Rep. George Brown (42nd)
- Rep. Ken Calvert (43rd)

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"Reengineering the Corporation"
written by Michael Hammer and James Champy

M any companies across the country are working hand in hand to be more competitive, be responsive to customers, and cost effective, but overall, it is worth surviving. Hamm and Champy make it clear that the number of companies concentrating is at an all-time high, and that the margins, to recognize and to "right-size" may be ineffective and wasteful. Reengineering the Corporation is about starting over—completely over! Their operational definitions of reengineering involves the premise that before you know how, you would do things different. Companies will survive and thrive only by doing something entirely different. The authors use such terms as fundamental, radical, and dramatic change to describe the magnitude of changes that need to occur in American businesses. There are redefine corporate culture, changes, and the very nature of the company changes. People's roles become more multidimensional, executives take on roles not as leaders, but as "coaches" and "scorekeepers," and organizations become more flat.

A key factor in considering reengineering a business is the influence of information technology. Information technology is an essential part of the fully established patterns. Information technology is seen as an enabler of significant new competitive strategies. Information technology is a critical pattern but is not the only essential element. The roles of top-down leadership from management and strong leadership can and must succeed. This book only provides practical information on how to proceed with reengineering, but it also illustrates those principles with numerous examples of successful applications. Reengineering the Corporation provides an interesting and challenging look at possible alternatives to assist American business to thrive.

In The Wake Of Continuing Natural Disasters
Free Record Reconstruction and Disaster Assistance Guidelines Available

A catastrophe fires, floods and storms have continued to sweep the country, disaster face an avalanche of paperwork concerning property losses. Here, help is available. A list of complicated series of steps people need to go through, according to Cap Porterfield and the Public Disaster Service Committee of the California Society of Enrolled Agents, CSEA makes a list.

1. A simple list of suggestions for the reconstruction of needed personal and business records lost in a disaster.
2. A step-by-step guide to safeguarding important records before a disaster occurs.

To receive these materials, write to "Disaster Package," California Society of Enrolled Agents, 3200 Ramos Circle, Sacramento, CA 95827.

 futile.
Leonard Introduces Bill to Lower the Price of Electricity

By Deb Halpern

Leonard introduced Bill 25, the "Electricity Rate Freeze" bill, last week. The bill would prevent the state from allowing electricity rate increases to keep pace with the retail market. Leonard said, "The electricity rate freeze is the only way to prevent rate hikes that are clearly inordinately high rates. In order to make sure that our regulatory agencies do not hinder the need for competitive electricity rates, we must ensure that companies pay increased costs for their customers."

"The California Public Utilities Commission (CPUC) is not set up to handle this situation. The CPUC is designed to handle alternative energy producers even though many of the utility companies do not need new power generation. In fact, Southern California Edison reports the next time they will need to buy additional energy will not be until 2005. By forcing all utility companies to buy this additional energy, residential and commercial customers suffer the burden of higher rates."

"With rapidly changing technologies and the continuing need for electricity, we need to keep it competitive. As a result, the CPUC will be one step closer to deregulating utility companies and then the market will be allowed to do its job. In the last several years, a new first full-scale recycling facility has opened. This represents a significant step in reducing waste and conserving resources."

Chapman University Economic Forecast Released

Continued From Page 27

Analysis of Impact of Orange County Bankruptcy

- A loss in the range of $1.5 to negatively impact year-to-year percentage changes in nominal GDP well into 1996. The real GDP growth is, therefore, projected to register a consecutive quarterly declines in the first and second quarters of 1996, marking a mild and short-lived recession.
- Slower growth in real GDP is expected to ease the inflation rate and inflationary expectations. This provides a favorable environment for the Fed to pursue an accommodative policy leading to lower short-term interest rates in 1996. As the economic expansion of the late 90's gains momentum, the inflation rate and interest rates will edge up between 1997 and 1999.
- NAFTA, the GATT Agreement, and the European Union in Japan, and the Far East will energize the demand for goods and services in China. In the 1995-99 period, real growth in exports of goods and services is projected at an annual average rate of 7.4 percent, exceeding the growth in imports of 5.4 percent.

California Recycling Industries Growing

Continued From Page 22

Conservation, which administers the Beverage Container Recycling Program, see economic benefits in these growing recycling enterprises.

Post-consumer plastics manufacturing and processing facilities also need a clear market. Most of these facilities started up or expanded almost from scratch in the last several years. A new company formed for plastics recycling is EnviroHouse in Chino. "We saw the public demand for recycling and we decided to begin to take hold as a result of the bottle bill program," said EnviroHouse CEO Michael Kopulos. "Our company found a niche recycling high density polyethylene containers, such as milk and water jugs and detergent bottles. The state laws provided the stability we needed, in terms of markets and recycling assistance.

Established in 1999, EnviroHouse operates California's first full-scale recycling facility for post-consumer plastics bottles. Operating from a 33,000-square-foot facility, the company is equipped to recover 16 million pounds of recycled plastic bottles in 1994.

Vocational Improvement Program, Inc.

by Donna Silcox

Vocational Improvement Program, Inc. (VIP) is a non-profit organization dedicated to securing employment for people who have disabilities. The mission is to provide job support and individualized training so the worker can maintain employment.

"Although they sometimes meet a wall of resistance in the business community, VIP has successfully assisted 225 clients working in the Inland Empire. The program's purpose is to obtain and maintain employment to assist people with disabilities. The program relies on a support system provided by VIP, the worker, and the community."

"While some may doubt the feasibility of the program, there are certain tax incentives to encourage employer participation. In addition to the job support, VIP also helps the client through the legal and medico-social problems. For instance, the program provides housing, job training, and transportation. Clients are also counseled by a licensed general contractor hundreds of procurement officers from the state and private business sectors, but we came out of the Desert with many vendor contracts and bids to keep busy for many years. VIP offers contracts with small, minority, and women-owned businesses, as well as Apple Valley. Linda Davis is a licensed general contractor specializing in custom residential and commercial construction, with offices in Hesperia, and attended the conference. Not only did we meet with..."
Most So. Cal. SBA Loans Go for Real Estate Purchases

Still, some admit that real estate loans hold certain benefits for lenders. According to Katrina Hamilton, vice president of operations in the SBA department at Foothill Independent Bank, "Lenders often position themselves to work with real estate loans because they are usually a higher dollar amount and are processed smoother" than other types of SBA loans. Real estate loans also provide tangible collateral—something many business loans for other purposes do not.

The exact proportion of loans granted for real estate acquisitions to those granted for other business expenses is not known, as the SBA does not maintain specific categories for loan use. It is known, however, that this is a phenomenon unique to the Southern California region. Since the dollar amounts of real estate loans are most often higher than those of other loans, the average amount of SBA loans in this region has increased more sharply than the average for the U.S. as a whole. The high cost of real estate in Southern California has played a role in this increase, as well.

In mid-December, the SBA announced a loan cap of $500,000 to take effect Jan. 1, 1995, in an effort to spread the available funds to reach more customers. Previously, there had been no loan limit, although no more than $750,000 was guaranteed. This announcement caused a rush of SBA loan applicants attempting to beat the deadline.

Considering that the average size of SBA loans in Southern California last year was $453,000, loan amounts have plunged in the first months of 1995, making it more difficult to acquire pricey Southern California real estate.

Reaction to the loan cap has been mixed. Some feel that it was a direct response to the high concentration of real estate loans being approved. For example, Hamilton feels that the SBA is trying to discourage lenders from concentrating on real estate loans, and the cap is eliminating many good small businesses from getting SBA loans. "If they want to spread money further, they need to look more closely at the lenders, because there are those lenders who do an extreme amount of SBA lending to keep their bank afloat, only to be shut down by regulators." The SBA should penalize lenders who are abusing the system, rather than penalizing customers, she stated.

Generally, though, SBA's goal is considered worthy, even if the method is questioned. Richard Jett, California State Bank's senior vice president in SBA lending, said, "I think what SBA is trying to do is admirable, but I would like to see them come up with something that is not so hard on Southern Californians, since the price of real estate is so much higher here in other parts of the country."

It should be noted, also, that this cap does not put an end to all loans over $500,000, as pointed out by Earhart. Borrowers may apply for companion loans to supplement a basic SBA loan. She deems this option a "double-edged sword," though, because "this is a viable solution only for those of other loans, the average dollar amounts of real estate acquisitions to those granted for other business purposes—without the SBA loan, they will be forced into shorter term, often more expensive financing. This seems unfair, since the purpose of the ceiling is to leave more money for these types of loans."

For those who need smaller loans, the SBA has a new reduced loan document program, designed specifically as an incentive for banks to make loans in amounts less than $100,000 to help businesses acquire working capital, equipment, etc. A

Inland Empire Business Journal
FAX POLL

Restaurants

What is your favorite restaurant for conducting business?
The Inland Empire Business Journal would like to know your favorite place to do business while eating breakfast, lunch or dinner. Please cut out or photocopy this form, fill out the categories listed below (three selections per category) and fax the completed form to (909) 391-3160.

1. What restaurant is your favorite for an early morning business breakfast?

2. What is your favorite restaurant for a business lunch?

3. What restaurant do you prefer for a conference or group lunch?

4. What restaurant is best for business dinners?

5. What company is the best caterer for business lunches or dinners?

What is your city of residence?

Please return to:
Inland Empire Business Journal
305 Sacramento Place, Ontario, CA 91764
Fax: (909) 391-3160
Attn: Edie Boudreau

Mortgage Lenders

Lender
City/State/Zip
% of L.E. Market
Number of Loans
Total Amount
Average Loan
Tag Local Executive Title/Phone/Fax

1. Greater Los Angeles & Loan Corp.
7015 Spur St.,
Montana, CA 90705
6.16
6,665
$635,367,967
$177,510
Reagan, Matta
Director/CEO
(818) 444-1430/34/C17-8666

2. South American Mortgage Co.
18370 Commerce Center Dr.
Santa Clarita, CA 91350
2.97
4,194
$335,708,968
$125,618
Blackham, Michael
Branch Manager
(818) 900-1665/315-551

3. Bank of America
1383 N. D St.
Santa Ana, CA 92705
2.56
5,979
$666,265,000
$72,920

4. Home Savings of America
4000 Rosecrans Rd.
Inland Empire, CA 92336
2.12
3,966
$357,711,000
$108,342

5. Countrywide Funding Corp.
8773 Indiana Ave.
Riverside, CA 92504
2.01
3,908
$361,904,900
$122,618

6. Great Western Bank
4080 Central Ave., Ste. 4
Riverside, CA 92504
1.48
2,728
$266,097,900
$96,482

7. Citizens National Mortgage Corp.
2255 Campus Dr.
San Diego, CA 92122
1.44
2,297
$259,795,235
$109,038

8. Mission Hills Mortgage Corp.
4601 N. Truxtun Ave., Ste. 200
Santa Ana, CA 92701
1.40
2,139
$291,546,426
$137,608

9. First California Mortgage Co., Inc.
15381 Indiana Ave., Ste. 101
Riverside, CA 92504
1.35
2,050
$247,654,900
$120,831

10. Plaza Home Mortgage Corp.
4212 E. Sycamore Ave.
San Antonio, CA 92705
1.20
1,784
$227,286,795
$127,318

11. Counter Funding
17850 Capital City Ste.
Sacramento, CA 95827
1.20
1,831
$231,533,387
$118,390

12. Western Title Mortgage Corp.
7554 Magnolia Ave., Ste. 100
Riverside, CA 92504
1.18
1,863
$212,428,791
$114,000

8254 G span Ave.
Woodacres, CA 92502
1.10
1,857
$198,913,469
$112,711

1140 N. Truxtun Ave., Ste. 220
Santa Ana, CA 92701
1.03
1,766
$186,013,866
$116,151

15. Bank United
13001 Chicago
Riverside, CA 92505
1.02
1,580
$183,337,615
$116,178

6600 Indiana Ave., Ste. 110
Rancho Cucamonga, CA 91730
0.98
1,334
$173,718,932
$123,815

17. G7AC Mortgage Corp.
7570 Iowa Ave.
Riverside, CA 92503
0.98
1,309
$176,447,477
$124,940

13651 Upland Ave., Ste. 201
Rancho Cucamonga, CA 91730
0.94
1,586
$166,976,236
$167,905

19. Maberg Mortgage, Inc.
2513 Murphy Canyon Road, Ste. 220
San Diego, CA 92122
0.94
1,566
$168,380,093
$148,348

20. Redwood Federal Bank
3051 S. Santa Fe
Redlands, CA 92373
0.89
1,080
$165,000,000
$148,611

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California Limited Liability Company Act

Under California LLC law, LLC shares or interests are presumed to be securities unless all of the members actively participate in the management of the LLC. Since the interests are presumed to be securities, the organizers could be potentially liable to other members for material omissions or misrepresentations of fact under the anti-fraud provisions of federal and state securities laws.

For federal and California tax purposes, a LLC is not taxed but only files an informational return and is treated as a pass-through or partnership.

The Governor's Council of Economic Advisors

Task Force on California Tax Reform and Reduction

Continued From Page 24

- For example, the UCLA forecast has been raised twice during the past year.
- Revenue Growth

Because of the economic recovery, tax revenues are expected to increase substantially in California during the rest of the 1990s, assuming current tax rates.

- Over the next five tax years, tax revenues are expected to grow by $37.4 billion.
- Indeed, tax revenues last year (1993-94) were higher than previously forecast because of the recovery, and tax revenues are already coming in stronger this year (1994-95).

Under the State Department of Finance, the Legislative Analyst, and the Controller.

Since the growth in revenues has been strong, there is no assurance the next five years, tax revenues will be more than $1 billion higher than projected.

- The recommended tax cut would allow $9.1 billion of the projected increase in tax revenues of $37.4 billion to be used for increased government spending.
- The tax cut would be an across-the-board reduction in personal and corporate income tax rates of 15 percent phased in over three years.

- The recommended tax cut extends the scheduled reduction in the top marginal tax rate to all tax rates: all taxpayers would benefit.
- The recommendation requires continued control over state spending, but spending could grow at a pace slightly above population growth plus inflation, compared to the last seven years when General Fund spending has been kept essentially flat.

Bluford will speak on "Making Dreams Come True: Dedication, Desire, and Determination." The Salvation Army

Bluford will speak on "Making Dreams Come True: Dedication, Desire, and Determination." Known for his motivational presentations throughout the country, Bluford flew aboard the Space Shuttle on four separate missions. He now serves as a Senior Aerospace Engineering Executive and manager with over 28 years experience in the defense, Aeronautics and Space Administration (NASA) astronaut. He also served as a computer fluid dynamicist and an Air Force instructor pilot and tactical fighter pilot.

Bluford earned a B.S. degree in Aerospace Engineering at Pennsylvania State University and an M.S. degree in Aerospace Engineering and a Ph.D. in Aerospace Engineering/Laser.
The Inland Empire TV News is there, then so are you!

KZKI-1 TV weekdays at 5:30 pm. Comcast Cable* weekdays at 6:30 pm.

*Please check your local cable listings for the time, day and channel in your area, or turn to KZKI Channel 30 on UHF.

The Inland Empire TV News can be seen on Comcast Cable and KZKI-TV.

The world famous Tivoli Gardens is a 40-acre summer play-land in the center of the city of Copenhagen. Tivoli was opened in 1843 and has never been closed in season since then. There is something for everyone: small bands and large orchestras, pantomime theatre, variety shows, rides, games, at least 25 restaurants, fountains, fireworks, flowers and more flowers arranged in a delightful kaleidoscope of colors that make visitors feel they are inside a painting. Evenings sparkle with fireworks that burst into无数 of colors and sensations. It's a way for visitors to get away from the business and government center of Copenhagen.

How to Get to Copenhagen

Scandinavian Airlines System (SAS) has one of the finest airlines of the world. SAS is the only airline with frequent service to and from Copenhagen. SAS offers the best-on-time, ground, and on-board service and food you can experience. They are extremely detail-conscious. A complete doctor's (sealed) medical bag is aboard every plane and can be released to a doctor who might be aboard if an emergency presents itself. For reservations, call 1-800-272-5286.

Where to Stay

The Scandinavia Hotel is known internationally as the business travelers hotel in Copenhagen. The hotel is equipped with everything needed for an efficient productive business trip, including meeting rooms, secretaries, copiers, fax copiers, telex, and so forth.

The Royal Hotel is located in the center of Copenhagen just opposite Tivoli Gardens and near all the city's attractions. Royal Club Lounge atop this hotel offers the best view of this lovely city.

Upon departure, all SAS hotels (including those mentioned above) offer flight check-in at a counter in the hotel lobby. When checking out of the hotel, you can check your baggage, get a seat assignment, and arrange transportation to the airport at the last moment. This is a marvelous convenience. For more information about Denmark or Scandinavia, please write the Scandinavian Tourist Board at 655 Third Avenue, New York, N.Y. 10017, or call 1-800-272-2862.
The Sounds of Mariachis in the Inland Empire

Lively entertainment and great cuisine have always been a good mix for an enjoyable evening out on the town. The two most popular local restaurants offering lively mariachi music and delicious food are located right here in Pomona and Fontana. It's Pancho Villa's Restaurant—and in Pomona, it's the Flamingo Hills Restaurant. Each establishment is not to be missed by those eager for a good quality meal, reasonable prices with great decor, and a memorable time.

Pancho Villa's Restaurant
When you arrive and enter Pancho Villa's Restaurant in Fontana, you feel you've crossed borders. Mexican music, costumes, and colors will wash over you in minutes. You will be minutes away from it all. The ingredients to this authentic Mexican cuisine are imported from Mariachi Internacional de Mexico (mariachi group of 12), colorful murals which depict scenes from the Mexican Revolution, quick service, delicious Mexican cuisine, and reasonable prices. About the only thing missing is paying pesos. Every soul in this restaurant is Mexican, from the chef and the servers to the musicians themselves.

The chef and the delicious Mexican cuisine, and authentic Mexican atmosphere: Mariachi Internacional all. The ingredients to this traveled to Mexico. In just a few memorable time.

Each establishment is not to be food are located right here in Villa's Empire. When

Restaurant

FEBRUARY 1995

INLAND EMPIRE BUSINESS JOURNAL • PAGE 52

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Each establishment is not to be food are located right here in Villa's Empire. When

Restaurant

FEBRUARY 1995

INLAND EMPIRE BUSINESS JOURNAL • PAGE 52

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FEBRUARY 1995
Gala Evening for Steve Chase Humanitarian Awards

The first Annual Steve Chase Humanitarian Awards Gala will be held on Feb. 13 will feature one evening after another those lucky enough to attend will be assured that most of the proceeds from the variety show will be tax-deductible contributions to the Desert AIDS Project.

Ticket prices will range from $75 for the Gala Awards and Harry Belafonte Concert up to $600 for special tickets that include a coup de' cuisine and contributions to Project.

Tickets can be served at Wally's Desert Inn. The $70 ticket includes a special event at 5:30 p.m. and the Desert Museum will be served at the Museum Drive at 6 p.m.

Awards Gala to be held on Feb. 13 will feature exciting innovations and upgrades. Those proceeds from the various events on Feb. 13 will feature one evening after another those lucky enough to attend will be assured that most of the proceeds from the variety show will be tax-deductible contributions to the Desert AIDS Project.

Who needs training? Guidelines are given in Section 1.1 of ISO 9004. Each organization has different training needs which should be clearly defined. The ISO guidelines recommend training programs for the following broad category of personnel:

- Executive and management personnel
- Technical personnel
- Supervisory production personnel and workers.

The generic nature of the ISO 9000 program allows considerable flexibility for innovation and use of state-of-the-art tools and training software.

ISO 9000 Software and Training: There are good quality, reasonably priced ISO 9000 software packages available in the following categories:

- ISO 9000 Assessment Software: To assess the organization's readiness for an audit, to track progress using graphs and charts, and to make aware of accomplishments and shortcomings.
- Quality Manual Software: To facilitate document cataloging and indexing, approval routing, revision control, access control, version control and indexing. Procedure Control: To facilitate enforcement, certification, and validation of record-keeping and processes.

Training is an important quality tool that, if properly implemented with the appropriate software, can result in significant benefits in productivity, sales, and profits. A carefully documented and implemented training program can fulfill the objectives of Sections 4.16 of ISO 9000 and 18.1 of ISO 9004.

Ramesh Seshan, senior manager of Kanamit Services, Ontario, has committed time and resources to subjects related to the nature of the international market. The organization has different training needs which should be clearly defined.

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### Architectural/Engineering Firms

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### SB 690: Pre-Trial Rent Deposit to Courts for Eviction Cases

- **percent, the deposit must be returned to the tenant.**
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**Continued From Page 9**

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**Less than** 1 percent of the money he would otherwise have paid in rent while waiting for the court’s decision. The deposit is returned if it proves he’s correct.

**On the other hand, if the owner is simply a delay tactic, the owner is compensated for the loss of rental income he incurs while waiting for the trial.**

**If the citizens of California wish to provide housing for those who temporarily (or permanently) cannot pay for it themselves, let the citizens collectively, through a government agency, provide that shelter.**

**AAGIE continues to work with the San Bernardino County Board of Supervisors in an effort to bring their courts into the program.**

**Then we can look for the inevitable sequel to Pacific Heights, entitled Justice Prevails in the Inland Empire.**
An exhibition of 40 photographic prints from the original negatives made by photographers Frank A. Rinehart and his assistant Adolph Mihlb is on exhibit at the Museum of History and Art, Ontario from Feb. 1-March 12, 1995. Faces of Destiny: Photographs from the 1898 Indian Congress is an exhibit of Indian Portraits that is accompanied by a free publication written by art historians Deborah Knall which discusses the history of the 19th century world's fairs, photographs Herbert Sullivan made to Indians, and the vanishing American frontier in greater detail. The museum of History and Art, Ontario is open Wednesday through Sunday from noon until 4:00 p.m. and is located at 225 South Euclid Avenue in Ontario. Admission is free.

Chino Valley Bank

Appointments

Lisa Wiley, president and CEO of Chino Valley Bank has announced the appointment of two new vice presidents.

Larry A. Peterson incorporates a strong background in commercial lending and business development over the years in the banking industry for his new appointment as vice president and banking officer at their Ontario Airport Office. A graduate of the University of California, Riverside, Peterson most recently held the position of president/CEO at Upland Bank.

Randall Lewis Named Builder Marketing Legend

Randall W. Lewis, vice president and director of marketing for Lewis Homes Management Corp., was honored at the 1995 National Sales and Marketing Awards show by being named a "Builder Marketing Legend" by the National Sales and Marketing Council of the National Association of Home Builders.

The Building Marketing Legend award was presented on March 27 in front of an audience of approximately 1,000 convention visitors in Houston. A long-time leader in the field of residential real estate marketing, Lewis was appointed vice president of the NAHB in 1990 and was two years later recipient of the coveted Max C. Tipton Memorial Award for marketing creativity.

St. Bernardine's Announces Appointments

St. Bernardine Medical Center has announced the appointment of Dr. Donald H. Beutler, M.D. as 1995 Chief of Medical Staff. A member of the St. Bernardine medical staff since 1983, Dr. Beutler earned his medical degree from Chicago and is certified by the American Board of Internal Medicine with a subspecialty of infectious diseases and is a member of the American Society for Microbiology.

Greg Simia, also of St. Bernardine Medical Center has been appointed as its chief financial officer. Having been serving as interim CFO for the previous three months, Simia will use his experience as controller for the St. Bernardine Medical Center to fill the permanent position of CFO. "We are extremely pleased with our selection of Mr. Simia as CFO," states Administrator and Chief Executive Officer Gregory Adams. "His years of experience in healthcare finance will ensure continued success not only in the day-to-day operations of the Medical Center, but as we further develop our integrated community health network."

New Manager for So. Ontario First Interstate

First Interstate Bank has appointed Mohammed Chawla as manager of the bank's South Ontario office and promoted him to vice president. Chawla, a graduate of the University of Illinois, is currently overseeing the day-to-day operations of the branch. "Working for First Interstate is extremely satisfying because of the bank's emphasis on superior customer service and active community involvement at the local level," commented Chawla.

Michael D. Gordon has purchased a 12,540-square-foot industrial building at the Chino Commerce Center in Chino, Gordon, represented by Kris Anderson of Collins Fuller, purchased the building from U.S. Realty Corp. for approximately $500,000. GATX Realty Corp. was represented by Paul and Doug Eurnhart, principals in Lee & Associates' Ontario office.

In one of the largest transactions in Inland Empire in 1994, Sunbelt Management, Inc. of California Operations has executed a five-year lease for 20,419 square feet for the relocation of its corporate offices. Sunbelt Management, the U.S. parent corporation for Sunbelt Materials and Pacific Coast Cement Corporation, will be consolidating corporate offices to occupy the top floor of the five-story Ontario Corporate Center located at 1-10 Freeway and Vineyard Avenue Exit. Assisting the landlord, Matsubara U.S.A., Inc. in negotiating the lease transaction were Gayle L. McGuire and Peter A. Schubert of Schubert Investments. Ms. Louise Moore, a 21st Century-Beachside in Upland introduced Sunbelt Management, Inc. to the Ontario Corporate Center project.

Hytech Spas Inc., a Salem, Oregon-based spa manufacturer will lease a 36,328-square-foot building at 143 Business Drive in Corona. Represented by Lee & Associates, Hytech Spas plans to occupy the facility this winter and plans to employ 70 workers in the five-year, $600,000 transaction. ReMax represented the landlord, Gordon and Pan Mullens.

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On March 27, Genex president and CEO Douglas Beutler, M.D. was named to the Hospital Association of Southern California's 1995 Tipton Memorial Award for service to the health industry. The $600,000 facility this winter and plans to employ 70 workers in the five-year, $1.5 million transaction. Re/Max represented the landlord, Gordon and Pan Mullens.

This week, anex president and CEO Douglas Beutler, M.D. was named to the Hospital Association of Southern California's 1995 Tipton Memorial Award for service to the health industry. The award is sponsored by the Hospital Association of Southern California. The honor is selected from the approximately $2 million in contributions to Southern California hospitals and health care foundations this year. John N. Collins Fuller, purchased the building from U.S. Realty Corp. for approximately $500,000. GATX Realty Corp. was represented by Paul and Doug Earnhart, principals in Lee & Associates' Ontario office.

The project is located on 2571 Riverside Avenue in Rialto, the project is planning to break ground in 1995 offering buildings 20,000, 40,000 square feet. The project is owned by Rialto Riverside.

The Tipton Memorial Award is one of three Southern California shopping centers appointed to Standard Management Company by Keary Street Real Estate Company. Currently 83 percent occupied with a tenant mix of upscale regional retailers and local businesses, Cathedral Village is anchored by Albertson's and Payless Drugs.

With scheduled occupancy for February 1995, The William Austin Company has leased a 4,644-square-foot office building to the County of San Bernardino Department of Aging. The lease term is seven years with a transaction value of one million dollars. William Austin Company purchased the freestanding building at 455 North St in Downtown San Bernardino from Stockwell & Honey Realty, Inc.
**Inland Empire Business Chronicle**

**Month in Review**

**13** — After a series of meetings with Orange County investment representatives, Claremont city officials have received back $1.2 million of their $5.4 million investment into the Orange County investment pool. Officials say they hope to get back 100 percent of their investment, but they have been told to expect a 27 percent loss, which translates into $1.5 million.

**22** — Assembly Democrats ousted Assemblyman Richard Mountjoy (R-59th District) on a 40-39 vote, obtained because he couldn’t vote on legislation concerning himself, then just a few hours later, by the same narrow margin, voted to reelect Willie Brown Speaker of the House. Mountjoy later assumed his Senate seat. Republicans are outraged about what they term a severe breach of ethics as well as questionable legal maneuverings.

**25** — Griswold’s Restaurant closed its doors for the last time tonight after 40 years of serving Smorgasbord meals to Inland Valley residents and visitors. The bakery will remain open, and after extensive renovation, management plans to establish a delicatessen in conjunction with its bakery.

**27** — Hughes-Avco, a subsidiary of Hughes Aircraft Co., is meeting with Pomona City officials to discuss an arrangement to occupy the 15-acre site on West Mission Boulevard once occupied by General Dynamics and since sold to Hughes Aircraft. If the maker of in-flight entertainment systems for commercial aircraft moves into the building this spring, up to 1,000 jobs could be created.

**28** — Jim Brulke tells Republicans to bite the bullet and don’t expect tears and sympathy from him. He claims that Republicans are in much better shape to help run the process than they were during the Democratic majority.

**16** — KMET (AM) Radio, in Rancho Cucamonga, has been purchased by JR Broadcasting Partners Jeff Sinclair and Ron Heinlein, from Ray Stanford, receiver, for $140,000. KMET has a music/news/information format on 1490 on the dial.

**19** — Kasler Corporation, a subsidiary of Kasler Holding Co. in Highland, submitted the apparent low bid of $36.1 million to widen Route 60.

**20** — Tradewinds developers may cancel their casino plans in Pomona because of problems reaching an agreement with Fairplex over leasing a 14-acre site at West McKinley Avenue and Fairplex Drive, according to their attorney, Roger Howard.

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**At Deadline**

Continued From Page 1

Inland Empire Export Center

**Open in Ontario**

In an effort to assist local companies that want to trade products or services to international companies, the U.S. Commerce Department has opened the Inland Empire District Export Assistance Center in Ontario. On-line access to other Commerce Department locations around the world will be provided at the Center. For more information, call the Inland Empire Economic Partnership office at 909/390-8080.

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**Inland Empire Business Chronicle**

**Quarterly Industrial Gross Activity Summary**

**Inland Empire**

**December 1994**

Market share listed by percentage of square footage control

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**Summary**

**Empire District Export Partnership**

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**EMPIRE BUSINESS JOURNAL**

FEBRUARY 1995

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**Inland Empire**

**Quarterly Industrial Gross Activity Summary**

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**Inland Empire**

**Quarterly Industrial Gross Activity Summary**

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**Inland Empire**

**Quarterly Industrial Gross Activity Summary**

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**Inland Empire**

**Quarterly Industrial Gross Activity Summary**
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