July 1995

Inland Empire Business Journal

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Inland Empire Empire Business Journal

VOLUME 7, NUMBER 7
JULY 1995

$2.00

Close Up: Donald Ecker

At Deadline

Facing inertia of a long step closer to fulfilling a 30-year local quest, U.S. Secretary of Transportation Federico Peña promised federal funding to help expand the passenger terminal space at Ontario International Airport.

"The federal government does intend to fund the terminal project," Peña told United Parcel Service executives. Peña said that he recently met with Los Angeles Mayor Richard Riordan on a funding package for a new terminal building, but added that no specific timetable for a project cash flow was set.

The air of uncertainty comes as no surprise to the Inland Empire’s close “ONT” observers, who have seen the terminal project tangled in red tape for a decade.

At deadline, for example, ongoing negotiations continued regarding how much airlines to be housed in the planned terminal might pay in sharing the $75 million construction cost. Also up in the air is the amount of federal funding that will actually materialize for the project.

The Los Angeles Department of Airports, owner of ONT, has agreed to authorize a bond

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(Continued on Page 3)
This Month in the IEBJ

Speedway Ideas 3
Rat Race to Build

Global Market 13
How to Expand

Entrepreneurs 16
Cream of 1995 Crop

World Trade 19
Dealing with
Devalued Peso, & More

Radio Spots 27
Working Your Market

Printing Tips 35
From One Who Knows

Trauma Care 37
Inland Valley Beats Sharp

Home Sales 45
Ranking the Top 50 Projects

Development Growth 53
Charting What’s Hot, What’s Not

Also

At Deadline 3
Bankruptcies 58
California Venture Forum 39
Chamber of Commerce 56
Classifieds 57
Close-Up: Donald Ecker 7
Commentary 6
Corner on the Market 28
Corporate Profile: Trim Master 10
Editorial 6
Entrepreneur’s Corner 36
Executive Time Out 47
IEBJ Profile: Rudy Favila 28
Manager’s Bookshelf 44
The Lists of the Month:
25-26, 40-41, 42-43
People, Places & Events 55
Real Estate Focus 54
Restaurant and Entertainment Guide 48-49
Software Review 30

How we helped Toyota’s headquarters ban CFCs while putting their energy savings into high gear.

In 1993, Toyota replaced some of their CFC-based cooling units with a natural gas air conditioning system. The goal was to save the environment...the result was a 34% savings in energy costs.

The system works so well, they now plan to convert the rest of their facility to natural gas cooling, for even more savings down the road.

To find out how The Gas Company can work with your business, call 1-800-GAS-2000.

At Deadline 3

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TRIM MASTER 1

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Steve Wonder X 3
And More! X 3

“Education makes a people easy to lead, but difficult to drive; easy to govern, but impossible to enslave.” Baron Henry Brougham

About the Cover

Along with the usual glory brought by the early-summer climate, residents throughout the Inland Empire might foresee a chilling autumn on the horizon. The reason is the recent exodus of the two nearest professional football franchises — the Los Angeles Rams to St. Louis, and the Los Angeles Raiders to Oakland. Farewell, old friends. (Cover Art is by Kelly Akins of South Laguna.)
A closer look...

As a business journalist, I rarely cover sports events. But a regional publication that realizes which side of the bread has been better, we only had to buy the editorial page to take on issues beyond the scope of the Inland Empire.

And then, along came Daryl Strawberry. Again. And, again.

In case your view of the sports world is even more narrow than, say, merely chasing fads and fashion overseas, Strawberry is a major league baseball player. And, that’s exactly what guided us into devoting editorial space to him and the United States of America’s so-called “national pastime.”

Daryl Strawberry will deal with a隔热处理 ship team owner George Steinbrenner to perform this season for the New York Yankees. Cutting deals, you see, is possible to get old for Darryl for Cherry. It’s been just a few months since Daryl negotiated with federal prosecutors, who pursued him for not paying tax on income earned from appearances at baseball card conventions, autograph signings, and cartoon signings.

Similar charges caused baseball legend Pete Rose to do time, and still serve to help keep him from enshrinement in baseball’s Hall of Fame...

Then, the gaming division of state Attorney General Dan Lungren’s office issued Daryl’s application, and, as-and-a-half years later, the matter’s still unsettled.

The lack of action by Lungren’s office is a terrible example for government to set. The state gaming people believe that Daryl submitted fraudulent vouchers and invoices to obtain a construction loan. Lee insists it was the up-and-up, and has charged that Lungren’s foot-dragging is based on racial discrimination.

In a suit, Lee maintains that the law requires a decision on the permit within six months of filing the application. We’re not lawyers, but apparently that’s the case.

As for any rate, Big Government, more than any of us, should strive to follow the law to the letter. If there’s a cliff of mystery that to many people seems to shroud the state’s mystery that to many people seems to shroud the state’s...
of reaffirming Its commitment to classes, average. percent higher than the national price contracts for of KWh of electricity, almost that the Commission started in the changing April 1. After two years, if la<;e<;is power issues are from other states and nations have joined domestic investors in a quest for "tripling of investment in seven years," as one investor solicitation put it.

The business community should oppose this raid on senior citizens' monthly incomes. Extra dollars for landlords, of whom many are absentee property owners, is money that won't be spent in local businesses. Let's not reward greed and fraud.

The so-called rental assistance initiative would void local rent control ordinances, despite what the wool over voters' eyes. I'm referring to the so-called "rental assistance" initiative, which would accomplish the opposite of what it pretends. Rather than provide rental assistance, this initiative would set back more than 100 local rental assistance ordinances in their tracks, benefiting spuriously the policy. Already, a dozen from providing meaningful local assistance must remain in for these homes. Let's not reward greed and fraud.

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The role of company chief executive officer/president has always been filled by the Bengard couple, who say they arrived at the door of opportunity with no training, few business skills and little useful experience.

"The only thing we really had going was the fact that we started Trim Master was that no one had yet told us that it couldn't be done," said Kim. "Up to then, our major accomplishments were few. Tom sometimes even considered it a big deal that he graduated from high school—considering how much he hated school and that he had a 1.4 grade point average.

According to their thumbnail life's story submitted with Trim Master's Entrepreneur of the Year application, Kim and Tom met at Cerritos Junior College in 1976. They graduated from high school-consid­ering how much he hated school and that he had a 1.4 grade point aver­age.

"Just do it!" The right system can help you plan for a rapidly changing market.

The Bengards say being poor and in debt had been a main motivating force behind their success, Trim Master, which makes decorative trim parts for the automotive industry. The company also makes "Hot Rockers," stainless steel rocker panel kits applied to the exterior sides of vehicles.

Right now, Trim Master's 45,000-square-foot plant near the Ontario airport employs about 160.

"A lot of people who are successful in business, but their per­sonal lives are a mess," said Kim. "Truly, our greatest achievement is that we've stayed married, molded our priori­ties to bring more balance into our home, and have four wonderful kids who weren't permanently damaged from it all.

When Trim Master's new manufacturing effort kicked off in 1983-84, customizers, converters, limousine manufacturers and other, similar after-market installation cus­tomers were the first to buy the dash and rocker panel kits. The first major automaker contract was signed with General Motors, in 1986. Suzuki of America soon followed suit.

"What makes our products unique is the exceptional high quali­ty," offered Tom Bengard. "No other manufacturer of wood dash kits has come close to matching it.

As a skilled negotiator who is able to see the big company finan­cial picture, Tom believes he is a good business complement to Kim, whom he said "is so detail-oriented that it's sometimes annoying." Together, the couple agree that Trim Master's growth mode figures to continue as the product line expands to include boxes and recreational vehicles. This year's strategy also calls for establishing automakers in for­eign markets.

Finally, as told in their abridged life's story, the Bengards aim to abide by a favorite adage of Kim's Grandpa McDougall: "Always stay strong in cash."
We Congratulate The Inland Empire's 1995 Entrepreneur of the Year Award Recipients

FINANCIAL SERVICES CATEGORY
George A. Borba/Lisa D. Wiley
Chris Valley Bank

MANUFACTURING/DISTRIBUTION CATEGORY
Calvin T. Lan
C.M. Road Industries, Inc.

ENVIRONMENTAL SERVICES CATEGORY
John Bremer
Ring, Inc.

MASTER CATEGORY
Robert C. Burdgme
Burdgme Industries, Inc.

RETAIL/SERVICE CATEGORY
Richard B. Rosnick
Entrepreneurial Capital Corporation

SOCIA LLY RESPONSIBLE CATEGORY
Dwayne R. Roberts
Entrepreneurial Capital Corporation

SPIRIT OF LEADERSHIP AWARD
Nicholas J. Coussoulis
Coussoulis Development Company

Ernst & Young LLP

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Anthony Raisin, Executive Vice President & Founder
BreathAsure Inc.

"You know, in just three years BreathAsure has grown from one of our smallest business customers to one of our biggest.

"We couldn't have done it without your help.

"Had to. This is the second office we've outgrown.

"That's very impressive.

"I'll tell you what's impressive to me.

"What's that?"

"In all the time I've been your banker, I've never been to your branch. You don't even know where it is."

"That's what personalized banking is all about."

Union Bank
More Bank For Your Business.
Small Company Helps West Coast Firm Win National Award

Equity Re-Sources, a three-man team of corporate support experts based in Prescott, Arizona, is credited by West Coast audio company for helping it win a national award from the U.S. Chamber of Commerce. Equity Re-Sources' work includes helping businesses find new capital or getting them ready to "go public," but "our real specialty is evaluating troubled companies and working with them until they get back on track," said Gordon Maddux, president and chief operating officer.

That is what they did for Lanzar Sound Corp. of Canoga Park, Calif., a manufacturer of high-performance audio products for cars. A 1995 Blue Chip Enterprise Award has been presented to Lanzar. Honoring businesses that have overcome adversity and emerged stronger, the awards are sponsored by the U.S. Chamber of Commerce and Connecticut Mutual Life Insurance Co.

"Lanzar had a list of external problems—a key supplier went under and so did its bank—but there were internal problems, too," said Robert Morris, co-owner. "They guided the restructuring of our company, and they are continuing to do so. Equity Re-Sources is a small company headquartered in a small town, but they brought us big-time experience," Morris said.

"What we are not is another group of consultants. We don't just prepare a report and collect a check," Maddux said. For example, he said, after conducting a top-to-bottom analysis of Lanzar, Equity Re-Sources put into place a plan to streamline operations, combined two companies into one, and restructured corporate debt. After working on-site with the clients, the Equity Re-Sources team returns to Prescott, the small, mile-high city in Northern Arizona, where Maddux said, "It's a lot easier to clear our heads and come up with answers."

Maddux' associates are William H. Dickey, treasurer and chief financial officer, of Prescott; and Jerry Hall, executive vice president, of Los Angeles. Their expertise is in the finance of large and small business, accounting, marketing, capitalization and venture analysis. Before becoming an entrepreneur, Maddux had a 20-year career as an ABC Sports commentator.

He said companies are much like sports teams. "Some glide along in sync, always moving ahead and accomplishing objectives. Others just clank along, knowing they have problems, but unable to figure them out," Maddux said.

Maddux, Dickey, and Hall said they realized early on that it is hard for business owners to ask for outside help. "Even though that is what they should have done months or maybe years ago," Dickey said.

"So, we create a comfortable working relationship. Then, after determining what each client needs, we roll up our sleeves and help them set the course for doing good business," he added.

Maddux entered the business world in the 1980s as an entrepreneur inventing, patenting, and marketing products. He also formed Contemporary Golf, an instruction firm, then co-founded Equity Re-Sources three years ago. Dickey, who has been president and majority owner of diversified companies, has expertise in business initiation, market analysis, and product development. Hall, partner in a prestigious Wilshire Boulevard accounting firm, brings Equity Re-Sources his experience in financial analysis and management, company structure, investment evaluation, and mortgage banking.

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The 1995 Entrepreneur of the Year Awards

From Bank to Sludge Recycler, Inland Empire's Top 1995 Entrepreneurs Span Wide Business Range

In Inland Empirebank, sewage sludge recycler, real estate developer and veteran blind component maker among the winners honored May 15 at the sixth annual Entrepreneur of the Year Awards. Recognized at a ceremonial dinner at the Red Lion Inn in Ontario, the winners for 1995 were chosen by seven Inland Empire business and academic leaders. The winners, each listed with category of award, were:

Chino Valley Bank, Financial Services
Founded in 1974 by George A. Borba and six other businesses, Chino Valley Bank became profitable in only eight months. Under Chairman Borba and President D. Linda Wily, the bank now boasts 19 offices from San Gabriel to San Bernardino, with more than $400 million in assets.

The Finalists

Affirmed Medical, Inc. Armand Giordano
American Leak Detection Richard B. Rennick
Blackhawk Furniture, Inc. William D. Hinke
Burlingame Industries, Inc. Robert G. Burlingame
C & M Wood Industries, Inc. J. James Shaffer
Chino Valley Bank George A. Borba
Entreprenurial Capital Corporation Don K. Roberts
Vince Empierre d/b/a Burger King Vince E. Empierre
Coldware & Taylor Insurance Service Nicholas H. Dickinson
Recey Inc., Environmental Services Select Home Health Services
K & N Engineering Miska Lighting, Inc.
Nature's Recipe Pet Foods Jeffrey J. Tam
Ontario Aircraft Service, Inc. Lloyd L. Neaves
Prime-Line Products Company Jeffrey H. Coorshower
Recy, Inc. George A. Stephen
Select Home Health Services Edward A. Bickley
Telenet Technologies Sue Kowey
Trim Master, Inc. Tim Benberg
Watershed Holdings, Inc. Richard M. Galloway

The Semi-Finalists

Auction Northwest, Inc. Douglas G. Wade
Associated Engineers April M. Morales
Benzke & Kercher Investments, Inc. Bernard Benzke & Mike Kercher
California Leasing Consultants Barbara Scott & Kirk Scott
Trans Container Corporation Donald E. Willette

Burlingame Industries Inc., Master Entrepreneur
Founded in 1969 by Robert C. Burlingame, Burlingame has become the one prime supplier to major automakers.

C & M Wood Industries Inc., Manufacturing/Distribution
Founded in 1986 by John Brent, Recye is the Inland Empire's leading producer and marketer of compost and soil products. Recye custom designs difficult-to-reuse materials such as the sturgeon by-product of wastewater treatment into uniform soil amendments for agriculture. Ironically, the Riverside County District Attorneys Office recently started investigating the Temecula company for alleged violations of environmental rules.

Trim Master Inc., Turnaround (for excellence in responding to a business decline)
Trim Master was founded in 1979 by Kim and Tom Bergard, who drew on their limited experience, education and funds. Yet, the couple's commitment to producing top-quality decorative trim parts for the automotive industry has made Trim Master a prime supplier to major automakers.

American Leak Detection, Water Leak Detection
The company's success also stems from its success in recruiting property developers and resort operators.

American Leak Detection, Water Leak Detection

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Trim Master was founded in 1979 by Kim and Tom Bergard, who drew on their limited experience, education and funds. Yet, the couple's commitment to producing top-quality decorative trim parts for the automotive industry has made Trim Master a prime supplier to major automakers.

American Leak Detection, Water Leak Detection
The company's success also stems from its success in recruiting property developers and resort operators.

Burlingame Industries Inc., Master Entrepreneur
Founded in 1969 by Robert C. Burlingame, Burlingame has become the one prime supplier to major automakers.

C & M Wood Industries Inc., Manufacturing/Distribution
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WE WON'T ASK WHY, JUST WHERE AND WHEN.

Why you want something shipped is your business. How it gets there is ours. That's why we have a fleet of 747s dedicated solely to your needs, twice as much international capacity as any other U.S. combination carrier, and more than a thousand daily departures to cities all over the world. Ship with us. Just call 1-800-NW-CARGO. We'll get it there. No questions asked.

SPECIAL REPORT

"Mexico's Fiscal Puzzle"

For Mexico, the path to economic recovery remains shrouded in mystery. Rife with problems for the years, the financial scenario turned grim in December with devaluation of the peso. Interest rates climbed, stocks plummeted, banks wavered, businesses closed, workers lost jobs, money banned to buy less. Average real wages fell by about 10 percent, and the inflation rate soared past 40 percent. To bail out Mexico's sinking ship, aid has been pledged: a $20 billion lifeline extended by the U.S., $18 billion from the International Monetary Fund and $10 million injected by the Bank for International Settlements. Also, in March the young government of President Ernesto Zedillo unveiled a new orthodox economic program distinguished by its strict fiscal measures. Still, the Mexican picture looks dark. It doesn't foresee the economy regaining any form of positive growth until the first quarter in 1996. Even so, '96 is seen as a slow-growth year with tight monetary policies strictly focused on lowering the inflation rate to the 15-20 percent level. (See page 21.)

Will Mexico Survive the Peso Crisis?

The Monument of Independence
"El Ángel"
Mexico City
Take Charge of Your Future

When it comes to choosing a major, one of the first decisions you'll make is selecting a major that you enjoy and will help you achieve your career goals. However, there is more to selecting the right major than just personal interest. Here are some tips to help you make the best decision.

1. **Consider Your Strengths and Interests**: Think about what you enjoy doing and what you're good at. This will help you identify majors that align with your natural abilities.
2. **Research Career Prospects**: Look into the job market and career outlook for different majors. This will give you an idea of potential career paths and salaries.
3. **Talk to Advisors and Alumni**: Speak with academic advisors, professors, and alumni who have pursued similar majors. They can offer insights into the curriculum, classes, and career opportunities.
4. **Take Advantage of Internships and Workshops**: Participate in internships, workshops, or other experiential learning opportunities that can give you hands-on experience in your chosen field.

By taking these steps, you can make a more informed decision about your major and take charge of your future.

Empower yourself for success with a bachelor’s or master’s degree from one of America’s Best Colleges

The University of Redlands offers the following evening degree programs for working adults:

- Bachelor of Science in Business Administration
- Bachelor of Science in Information Systems
- Master of Business Administration (MBA)
- Master of Science in Environmental Studies

The University of Redlands is ranked among the Best Colleges in America in a recent survey conducted by U.S. News & World Report.

For more information, contact one of our regional centers:

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- West Los Angeles: (310) 444-9667
- San Fernando Valley: (818) 884-3600
- Orange County: (714) 833-2006
- Redlands / Inland Empire: (909) 335-4060
- San Diego: (619) 284-9292

Whitehead College at Redlands Offers MBA Degree Tailored to International Business


**Mexico's Fiscal Puzzle**

The objective is to get the peso back to 3.5 to the dollar. This is a matter of principle. If the devaluation is allowed to stand, it will cause the financial structure of Mexico to collapse over the next year. There's no reason for Mexico to devalue. Ever. It is a conspiracy that is set up to make money for a small group of people, and going around the world persuading people they don't have to keep their money in Mexico because the Monetary Fund building in Washington is full of wonderful people who know what their organization is doing.

The government has to keep its promises. They must keep their word. If the devaluation is allowed to stand, the peso will go down to zero, and the whole country will be bankrupted.

There's an enormous sea change, with a change in political leadership. The change in the leadership is the information standard. News is absorbed by traders, and they make a tremendous change in the government control of the international situation. That's not to say they're not in control of their governments. If the fundamentals are right, the market will reward them.

**Text continued from previous page**
Latin America: 101

by Richard A. Powell, president, Island Empire Business Association

For the record, an intermediary that takes title to products is known in strict terms as a "substitute consignee." Across the U.S., there are an estimated 30,000 EMC and ETC operations, including some 300 in Southern California. Nearly all are small businesses, each with only a few employees. Many operate on a part-time basis. Those that are larger tend to con­gregate at major ports, for the obvious reason of being near transportation infrastructure. The smaller EMCs and ETCs commonly act in a selling capacity only. Their limited fare of services might involve the selection of foreign dealers and distributors, advertising in targeted markets, attending conventions and exhibits as behalf of principals, and translating overseas to make sales calls on trading partners. Other tasks available through the smaller firms are mailings on behalf of clients, translations into English, and the acquiring of international product approvals.

Larger export intermediaries perform market research, handle documentation and arrange shipping/transportation. In fact, "full-service" intermediary can relieve the manufacturer of nearly every detail but filling orders. EMCs and ETCs normally work simultaneously for a number of manufacturers of complemen­tary—but, ideally, not competitive—products.

Intermediaries most often work on a commission basis, payable when the principal itself gets paid and ships. At that time, the EMC is entitled to the con­tracted commission. Seldom, but sometimes, EMCs are paid via retainer, salary or retainer-plus-commission.

Manufacturers considering "going indirect," that is, using an EMC or ETC as an intermediary, can smooth the process of select­ing a firm by taking the following steps:

1. Check whether your product line is consistent with the EMC/ETC's already handling.
2. Is it complementary and not competitive? If a technical product, does the staff have the ability to discuss, promote and demonstrate your product intellig­ently?

Do have the EMC/ETC supply you with detailed information on its financial status, as well as client references, the areas it cov­ers, and frequency of coverage.

Visit the office of the firm to verify the scope of operations.

1. Ask direct questions, such as how they arrange transportation themselves, or use a freight for­warder? Is the staff fluent in the right languages? How will they promote/market your product?

Investigate the overseas sales force, if possible, as well as the EMC/ETC's licensing and financing arrangements.

The EMC or ETC that you settle on will probably request a formal agreement with you to handle export sales. A competent firm also will advise you that it normally takes from six to 12 months to produce any concrete results in the form of sales orders and commitments.

Export Management/Trading Companies

Ontario Export Office Skating Thin

L ater than six months since its celebrated opening, the Ontario office of the U.S. Foreign Commercial Service is inter­esting few in the area. Most that exports to 53 countries, credits much of its firm's global service to a "conscious effort." Richard said he paid the federal agency because it offers advice on advertising in a worldwide trade publication and access to a data base of trade information. In the private sector, the cost for similar services would be prohibitive, he said.

Inland Empire International Business Association president Richard Powell also is concerned about the U.S. Foreign Commercial Service and is working with Commerce Department—or the Foreign and Commercial Service interim coordinator. Proponents of using the department say the service is akin to providing a welfare dole on the corporate level. But some Inland Empire business executives argue that small- and medium-sized com­panies actually would suffer the most, should the service be cut.

For example, Paul Richer, owner of a physical-therapy equipment company in Ontario, says that exports to 53 countries, credits much of his firm's global service to a "conscious effort." Richer said he paid the federal agency because it offers advice on advertising in a worldwide trade publication and access to a data base of trade information. In the private sector, the cost for similar services would be prohibitive, he says.

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Simplified Staffing

By evaluating your own company’s staffing needs, it’s important to consider the variety of benefits from using a full-service employment agency rather than a temporary agency. A brief overview of some cost-effective benefits you might reap from “going full-service.”

Perhaps the greatest advantage is a full-service agency’s extended applicant pool. Most staffing agencies have established a data base of qualified candidates seeking both temporary and full-time employment. Temporary agencies cater to candidates seeking temporary work. Full-service staffing agencies also provide a rare certainty for clients to employ full-time candidates on a temporary basis before making a permanent commitment.

For the employer, conducting a thorough hiring process can be time-consuming, and a mistake can be costly to production and staff morale in general. A pre-hiring program that can identify and screen through job candidates may wind up costing thousands of dollars in advertising, and hours of time spent on interviews. Further, in some occasions when an employer would prefer to observe a candidate’s work performance before offering a full-time position.

Full-service agencies may also provide access to a variety of training facilities that are more likely to produce the right match for hard-to-fill positions. AppleOne Employment Services is a leading innovator in this area. As a result of its partnerships with Academic Technology (ACT) and California National University (CNU), AppleOne is a recognized leader in the field.

Full-service agencies also provide candidates who are tested, screened and qualified to match your job requirements. Such services can include background checks and drug screening. And remember, the full-service agency is responsible to cover all payroll and related taxes, W-2 reporting and workers’ compensation until or unless you commit to hiring a candidate on a full-time basis.

Overall, using a full-service agency greatly reduces the costs of advertising, recruiting, screening, fringe benefits, unemployment insurance and workers’ compensation. One of the most important aspects is that a full-service agency frees your management team to focus on your business concerns—leaving the recruiting and hiring of temporary and full-time workers to the expert.

For further information on the benefits from a full-service employment agency, please contact AppleOne Employment Services at (800) 564-5444.
What Makes the Radio Commercial Work?

By Joe Lynn

"Radio doesn’t work."

Chanted like a mantra, ever cited as a universal truth, I have heard these words too often in the Island Empire.

Remember, divorced people commonly get married again. And, people who have suffered a bout of food poisoning have even returned to eat at the same offending restaurant. Yet, "Once burnt, forever spoiled" can be a rule of thumb for many potential radio advertisers.

And that’s a pity.

After all, there are many factors that can make or break a radio ad campaign. The ideal, of course, is to have the right commercials on the right stations in combination with the right media mix at the right time. The irony, though, is that a single bad commercial can kill the entire campaign.

So, I offer here a few of the tried-and-true rules in the radio business on "the commercial."

Rule one: Nobody cares! If you use line likes, "for all your insurance needs" or "for all your hardware needs," you’re probably talking to people who don’t exist. Listeners, that is, generally will respond only if they’ve come to trust, and are familiar with, the name you’re marketing.

Rule two: Keep it simple. Addresses, phone numbers, hours of operation and so on all take up valuable time, and most listeners won’t remember them anyway. Any numbers can add up to death for a commercial. The number "27," for example, is only two digits, but it reads four syllables-long on the air.

Rule three: Focus! Don’t try to sell new cars, used cars, trucks, repair services, leases and your fleet business all in one commercial figure out exactly what you want to say. Then, say it.

Rule four: Have a "call-to-action." If you want listeners to come to your store, don’t broadcast the phone number in the commercial. If you want them to call, don’t give the address. If you want more lunch trade, don’t talk about dinner.

Rule five: Don’t pit your own ad dollars against themselves. Don’t sell hammers in your radio spot and sell in your newspaper ad to "see what pulls the best." And, do not have three radio stations each produce a different commercial to "test their creativity." Run the same spot on all three stations, and combine it to work with your other media advertising.

Rule six: Don’t be afraid to pay for a good commercial. Most radio stations and several local ad agencies will produce your commercial free-of-charge. However, if you already have that one writer or voice that serves your image well, try to produce one quality commercial using that asset. Too many locally produced commercials use whoever happens to be available in the station at the time.

That person may read all of the words in the right order, but he probably won’t really sell your business.

Rule six is very important because people will come to identify your business with the familiarity of what they’ve heard, and keep hearing. Consider the whiny signature sound of "Tom Bell Toyota." That dozy reading has been riding Island Empire radio waves for years.

"The irony, though, is that a single bad commercial can kill the entire campaign..."

Remember, radio is frequency. Get on, and stay on.

I know a man who bought three commercials on one station back in 1979. He got no results, so he concluded, "Radio doesn’t work."

Well, why not? To quote Yoda, that trot radio rep, "Don’t try radio—do radio!"

Joe Lynn is the vice president, sales for Queen Lamb Media, co-author of the Island Empire Evening News, and a recent nominee to serve on the Island Empire Ad Club’s Board of Directors.
Inland Empire Profile

Family: Wife, Claudia; daughters, Colleen and Crista.

Hobbies: Community involvement; Kwanza and Sister Cities activities.

Personal accomplishments: Spearheaded efforts in Ontario to expand Neighborhood Watch to 600 member groups; established a Teen Council; and started a transitional housing program for women and children.

Honors: Mt. Baldy Building Industry Association Special Recognition, 1995; South Ontario Kiwanian of the Year, 1994; George E. Brown Congressional Special Recognition, 1986; California Youth Authority Training School Superior Accomplishment Award, 1987.

Inland Empire's best assets: As a central point in Southern California, the area has convenient access to many family activities, such as the mountains, skiing, beautiful beaches, cultural experiences and top universities. Also, the housing is reasonable.

Greatest Concern for Inland Empire: "Chase of natural disasters, such as earthquakes, and the airport in the center city that could experience an unscheduled landing."

Residen: Ontario

Recruiting on the Internet

Employers can place blind ads, or list an ad that can be reached at 1-800-368-5478.

For the authors' new book "Using the Internet in Your Job Search," we revealed various means of finding applicants online. Some of these are free, while others charge a fee to the employers.

News groups, which range from discussion forums to information postings, generally are free of charge. Many are devoted exclusively to job announcements. To post a position on a news group, a business needs access, which can be provided by a commercial service provider, such as CompuServe or America Online.

Not everyone, however, has access to news groups. Several private, fee-based recruitment services are more widely available online. Employers can place job orders in these private data bases that are not owned or operated by other agencies. Perhaps the largest and most available of these is the On-Line Career Center (OLCC), accessible to more than 20 million on-line users. It is very convenient for job seekers, because job listings are by specific title and by geographical location.

Information is easily accessible, because different Web pages are linked with a simple point-and-click. For example, the Small Business Administration Web page is accessible to Web browsers such as a Mosaic at this address: http://www.sbaonline.sba.gov.

The authors' new book "Using the Internet in Your Job Search" is available in local bookstores, or directly from the publisher, RIST Books at 1-800-648-5478.
Access 2.0: Why You Should Be Designing Your Own Databases

by Carlene Jones

Access is the easiest way to design and use relational databases. Access lets you design your own database in minutes and you can have it running in hours.

Access is an easy-to-use software that is compatible with Microsoft Windows. Access is easy to use and it can be customized to meet your specific needs.

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Mexico's Fiscal Puzzle

Continued From Page 22

Stanley Spgelberg, Latin America Research

Mexico's Fiscal Puzzle

Continued From Page 32

and Strategy, Pekady believes that Mexican President Ernesto Zedillo might emerge from this process stronger — if he continues the political reforms of his ruling party that are transforming the Mexican electoral process. "This is a drawn out, brick-by-brick process. The government completely misread the market," Zedillo certainly has been presented with a difficult beginning in office, but he's been more proactive on the political side than people give him credit for. He's got to stay out front on the political openness issue, which is not going to be easy to do in the face of economically poor performance. There is no growth, nobody is feeling good about their prospects. The trade-off for the people is going to be democracy, which is unique to Mexico. If you don't like Zedillo's ruling Institutional Revolutionary Party (PRI), you can vote for the National Action Party (PAN) — and that vote counts. The opposition party can take office. Zedillo's got to wrap himself in that mantle to offset economic weakness. And if he is able to stabilize the economy, 12 months from now people are going to see this guy as an adept political reformer.

There's a simple word for the Wells Fargo Credit Sweep Account? Remarkable. Because no other cash management account pays your company's borrowing, investment, funds transfer and business checking account balanced. And putting your whole cash picture as close as your computer keyboard anytime. Results? Your account works for you like never before. And so do we. Your Wells Fargo Commercial Banking team will become your partners. Offering you the experience and savvy that only California's oldest bank can offer. Technology and trust. It's a combination powerful enough to make you consider the unthinkable. Changing banks. Call us today for your free information package and customized assessment of your company's cash management needs.

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From today for your free information package and customized assessment of your company's cash management needs.

WELLS FARGO BANK
Trade with Mexico: How to Take Advantage of NAFTA

by Steven B. Ziner

I n 1994, the first year under the North American Free Trade Agreement (NAFTA), U.S.-Mexico trade increased substantially. However, starting with the peso devaluation on Dec. 20, the changes in trade with Mexico have been dramatic. Notwithstanding these changes, the NAFTA is here to stay, and the time to take advantage is now. Since April 19, imports from Mexico were up 24 percent, and are expected to grow even more. As a result of lower labor costs in Mexico, significant increases are expected in the importation of manufactured goods from Mexican Maquiladora assembly plants and Mexican manufacturing plants.

Within the context of the present economic crisis in Mexico, which will probably persist for the next six to 18 months, NAFTA will continue to have a positive impact on trade between the two countries. While imports from Mexico will continue to show major gains, exports to Mexico should also rebound with the expected stabilization of the peso and the Mexican economy.

www Знаете ли вы, что в мире есть такая страна, как Мексика? Она расположена на юге Северной Америки, и ее площадь немного больше нашей страны. Мексика известна своими павильонами в Международном и Международном торговом центрах. Она также является основным источником импорта в Американских странах. Поэтому важно знать, как правильно импортировать свои товары в эту страну.

PUTTING PLAZZA IN YOUR PRINTING KEEPS MESSAGE IN PUBLIC EYE

by Linda Meitz, Situational Price of Colors

The word is out that we are going to be a "paperless" society. I say, "Bah, Humbug!" The "word" must be propaganda, possibly initiated by the computer industry.

Imagine going to a chamber of commerce networking session and handing out your business cards by computer. Or, everyone at your next annual meeting walking around with a small, hand-held computer with your annual report in its memory bank. Or, simply consider going home at the end of the day and not having any mail.

With the need for printed paper established, a fitting next issue to address is "effectiveness." As an exercise toward better understanding, mix 100 business cards in a bowl. Then, sort them and pick out the ones that look interesting. I'll give 10-to-one odds that most are printed in colors, or are foiled.

Try leafing through your mail as well. What catches your attention? Quite likely, it's the colorful advertisements. In another exercise, picture all the printed material that you have on your desk, or that arrives in your typical daily mail bag. You will lay all of this stuff out in a staggered formation, with the most attractive pieces on top and the least attractive at the bottom.

Your four-color magazine is likely to top the stack, while that dated letter, typed letter you received in low is the pile. Because our society still uses color to highlight messages that we need to communicate, we should take care to use our printed messages wisely.

The results of the personal surveys suggested above can serve as a guide to determine some methods for your most important materials. Of course, running copies of dot matrix or typewriter materials on your office copy machine is obviously economical. But, does it really do the job that you want it to do? Do you really want to project such a spotty image to your customers?

Any job worth doing is worth doing right. Keep in mind that it's your message that's being sent. All of your printed messages are a reflection of your business. To create a professional image, look professional.

The use of color is one of the most effective and economical ways of ensuring that your printed word will get notice and read. This is extremely important—why print anything that isn't going to do the job it was intended to do?

Color is often used effectively in business cards, thereby improving your contact to keep a visual memory of your business. By calling attention to specific colors, color also can be very effective in a directive or notice.

For example, pick out a line or paragraph that is very important to a message. Envision emphasis being placed on it by using a bold or italic typeface. Or, envision this item in blue or red, allowing it to stand out even among some desktop clutter, or immediately when removed from an envelope.

Phone numbers in messages are especially good candidates for enhancing the use of color. And, newsletters in general are more effective when you use a judicious use of color to highlight and enhance their readability. Most direct mailings and newspapers also draw more attention when highlighted with color.

As for the cost of color, it doesn't have to be expensive. Color printers and spot color copies offer economical alternatives to "boring black!"

Just ask yourself what you want to stand out, or what you want someone to remember. Then, add some excitement to your printing—"color it!"
Y ou would think that a small business would recognize more quickly than a large corporation how moving along and work is being accomplished, even if it’s not at warp speed or at world-class quality levels. “If it ain’t broke, don’t fix it,” is the motto that makes it seem risky to disassemble the apple cart and consider whether it would be more effective to make that work into an apple skateboard or an apple bike.

But small businesses owe it to themselves and their employees to take a lesson from the large-scale re-engineering projects that are recasting the structure of Corporate America in the ‘90s. Big business has realized that if it wants to stay competitive, it must peel away the processes and traditions that have built up over the years and rediscover what is really at the center of that organization’s core business. And organize around that discovery. The thinking...

Corporate Retreat

$200 Spa Package for two
includes 2 nights accommodations, 1/2 hr. massage and welcome cocktail.

Perfect sales incentive!
Purchase 3 or more packages and receive a special discount, not available through a travel agent.
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Your bank’s main business is banking. Ours is business banking.
We make more business loans in the Inland Empire, San Gabriel Valley and North Orange County than any other independent bank. Almost any size loan for any type business.

For seasonal or long-term needs, to acquire equipment or other fixed assets. To finance construction for professional, commercial and industrial buildings. And we can custom-ize a loan to meet your specific business situation.

If your big bank seems a little vague about your business, come to the number one business bank.
Business needs bankers who understand business.

Call us now for a complete analysis.

EMPIRE BUSINESS JOURNAL • PAGE 17
New Report Foresees Inland Empire Job Market Growth, Housing Price Decline for 1995

On the Inland Empire, Adibi pointed out, “Job expansion is gaining a little momentum.” Yet, the economy here can’t avoid the effects of more negative fiscal situations in neighboring Orange and Los Angeles counties.

As for the prices of homes in San Bernardino and Riverside counties, they continue to decline, said the Chapman report. However, the sales home price index is expected to grow by 7.3 percent this year, compared with a decline of 7.3 percent in 1994.

On the state of the market at present, the Chapman report explains, “A high inventory of unsold housing units, an absence of inflationary pressure, and a high level of unemployment more than offset the upward pressure created by the lower housing prices and the pent-up demand.”

According to Datsun Information Services of La Jolla, the median price of a home in the Inland Empire declined by 13 percent this year, compared with a 14 percent decline in 1994.

The rebound in Inland Empire residential building that began in 1994 has faded in 1995, Adibi said. As a result, the total building permit valuation for housing in 1995 is forecasted to wind up at the same level as 1994—around $2.3 billion.

The Inland Empire businesses were among several California companies honored by Trade and Commerce Agency Secretary Julie Meier Wright at a recent ceremony recognizing California Small Business Week.

The winners were part of the annual Governor’s Small Business Awards Luncheon where awards were singled out for their contributions to California’s economy. Award recipients were nominated and selected by several state and federal government agencies associated with small businesses.

For the “Best Business Success” was TYREX, a San Bernardino business company, which is the largest tire shredding and recycling operation in California, taking advantage of a growing, 18 million disposal tire market in Southern California.

The only licensed woman busineswoman in the Department of Transportation for this type of business, TYREX, has seen revenue grow from $800,000 in 1991 to $2 million in 1994 in under President/CEO Hazel Blankenship.

Chosen as “Best Graduate of the SBDC Program” was New Solutions, Inc., in the Coachella Valley. Owners Nancy and Leonard Groves have used business techniques suggested by the Coachella Valley SBDC to improve their business, scooter tires and wheelchairs. New Solutions first approached the SBDC in 1993 for assistance with a business plan, which provided a blueprint for projected earnings of $50,000 this year and $1 million in 1996. Humbrock and Groves, the owners, have added a line of meters, meters and other medical equipment.

The awards are part of the State’s continuing effort to recognize the outstanding performance and contribution of small businesses.

The administration’s proposal provides for something called the “Best Graduate of the SBDC Program” award, which is expected to grow in future years. This is similar to the IRA described in the Republican proposal, with no actuarial deduction for the first five years.

The marriage proposal would be rolled over and treated like a traditional IRA. The administration plan also has a provision to increase the availability of deductibility IRAs by raising the adjusted gross income limit.

The plan raises the maximum to $25,000. There is no such provision in the president’s proposal.

Adoption expense credit

Under the president’s proposal, adoption expense credit as high as $5,000 annually would allow an adoption expense tax credit of up to $5,000.

The GOP plan would raise this to $10,000, and allow a credit for adoption expenses up to $10,000, in addition to the $5,000 credit for adoption expenses.

Tax Changes We Might See:

The so-called marriage penalty is the tax in the tax code that imposes a higher overall tax on a married couple with two incomes than the same couple if unmarried.

The administration plan would remove the marriage penalty.

The plan raises the $17,500 allowed for the first year to $20,000, and then to $25,000.

The President’s plan would allow a tax credit of $500 per child for those with an adjusted gross income of $20,000 or less (above which the credit would be phased out) and a $500 credit for the cost of care for elderly dependents.

The budget’s proposal provides for a tax credit for low-income children age 12 and under. The credit would be $200 for 1996, increasing $50 a year to $500 in 1999. The credit would be phased out by $200 for every $500 of adjusted gross income between $20,000 and $50,000.

“The marriage penalty” relaxed

The so-called marriage penalty is the tax in the tax code that imposes a higher overall tax on a married couple with two incomes than the same couple if unmarried. A change in the form of a tax credit has been proposed in the Republican plan.

The plan raises the $17,500 allowed for the first year to $20,000, and then to $25,000.
**Nobody wants to put buyers "on hold", but... it happens.**

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Call 1-800-747-2562 today!
Making Your Printing Dollars Work For You

by Linda Metzler, Minuteman Press of Colorado

A ll businesses need print materials for business cards, stationery, forms, direct mailings, brochures and more. In difficult economic times, it's tempting to try to make your printing dollars work for you. It's possible to save money and still get the most out of a printing project. Start by choosing a printing company that will give you the best value for your money.

First, determine the specific purpose of the piece you are printing. For example, you might be printing a business card to make a good first impression or a direct mailing to give your target audience information about a new product.

Next, decide on the quantity you need to print. Printing in large quantities is often more cost-effective than printing smaller quantities.

Then, consider the quality of the printed materials. High-quality printing can make a big difference in how your business is perceived by your customers.

Finally, choose the right printing service. There are many different printing services available, from low-cost to high-end. It's important to choose the right service for your needs.

Remember, printing is an investment in your business. By choosing the right printing company and materials, you can make your business stand out among the competition.

If your logo is foiled or multi-color, think about using a multi-color printing technique. This can add depth and interest to your design.

When printing, be sure to order the right number of copies. Extra copies can be expensive, but they can also be useful for future projects.

Printing is an investment in your business. By choosing the right printing company and materials, you can make your business stand out among the competition.

If you need more information or have any questions, please feel free to contact me at Linda Metzler, Minuteman Press of Colorado.
Manager's Bookshelf

**Psychology for Leaders** is the latest and one of the best of Wiley's excellent "Portable MBA Series." The authors, sensitive to the business community's ambivalent attitudes toward psychology and psychologists, have achieved a rare objective: They've written a book that's oriented to business, free of psychological jargon, well organized, and easy to read.

The authors believe that the key to prospering in the global economy is leadership, not management. They see management as a top-down process in which employees are peripheral to the central issues concerning a company and its goals. They note: "Managing in the sense of handing the requirements of the status quo and getting by in the short-term is insufficient. We need leaders who recognize the shortcomings of present ways of working and have the credibility to try and actually create the spiritual framework necessary that people believe they are in charge of change, not pawns of irresistible forces.

The Drs. Tjosvold are the first to agree that changing the message of supervisors and employers won't be easy, but it will be essential to business success. The big major stumbling blocks to business success because prospective leaders may lack knowledge about motivating people and are unaware of how to handle the inevitable conflicts among individuals and teams.

The authors clearly identify the ability to turn the negative aspects of conflict into positive values as a hallmark of leadership, and they rank its importance as a leader's aptitude for motivating people. They state: "Effective bottom lines must be created through considerable debate. Vital arguments for and against conflict can be presented as its real nature. They don't see the underlying causes of conflict as a struggle for dominance, but the surfacing of a common problem that must be solved if everyone is to benefit. By using this approach, there are no individual winners and losers. The company gains by solving the problem together. The company loses by letting the conflict go unresolved. In other words, everyone wins or everyone loses, together."

The book is richly illustrated with examples from actual business case histories that give it a credibility that is absent from viewpoints presented by assembly line employees as well as senior executives. It is one of the most refreshing aspects of the book in that it doesn't keep reminding managers that they're to blame. It's refreshing because most good managers know they're to blame when a business turns sour. Let's face it, concepts such as "total quality management" and "re-engineering" can inspire fear at all levels of an organization, especially if they're misunderstood at the top and poorly communicated.

"Psychology for Leaders" is a banquet of ideas and how-to guidance for today's leaders and those who aspire to leadership. It comes in giant-sized portions, with just a little spice of controversy to keep you on your toes.

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**Best Selling Business Books**

(Based on Survey Results received from retail bookstores throughout the U.S. for June 1995.)

- "Discipline of Market Leaders," by Michael Treacy and Fred Wierema (Addison-Wesley. $25.00).
  How to focus your market and gain a major market share.

- "Empires of the Mind," by Denis Waltlcy (Morrow. $23.00).
  Whatever you've learned about management is obsolete.

  Making a difference to customers and employees.

- "Re-Engineering Management," by Robert Champy (Harper Business. $25.00)
  Guidelines for managers after re-engineering a company.

  Highlights of Buffet's career and investment techniques.

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**Management in Print**

The latest "Top 50" ranking of Southern California's best-selling home projects listed 21 Inland Empire developments, with Del Webb Corp.'s Sun City Palm Springs tract at number one.

Scoring it county-by-county, the tally was Riverside 15, San Bernardino 6 on the list compiled for the first quarter, 1995, by real estate consulting firm The Meyers Group of Corona. Riverside County's total projects that made the Top 50 list was up by four from the last three months of '94, and San Bernardino County's total was up by one.

Of the six counties surveyed, Riverside totaled the most housing projects on the list. Trailering behind were the counties of Los Angeles (10 projects), Orange (9), San Diego (7), San Bernardino (6) and Ventura (5). "All told, the Inland Empire went from five projects out of the Top 50 for the last quarter, 1994, to 21 out of the Top 50," observed Peter Reeh, a partner with The Meyers Group.

Some Inland Empire real estate industry watchdogs said the strong showing reflects a renewed interest in the region's home market.

"Most projects that did well are offering housing that's attractive to new buyers," offered Back Paneh, a senior consultant for The Meyers Group. "A relaxing of interest rates and favorable weather for the quarter also helped to bolster home sales throughout Southern California, said Panchal. Del Webb's "active" adult community in Bermuda Dunes sold 60 homes to make the Top 50 list for the eighth time in 11 quarters. Webb Corp. spokesman Bruce Bonafede said the success stems from the project's popularity with targeted buyers, most of whom are previous home owners and are recently retired or are about to retire.

Targeting of a specific market also was given credit for last quarter's performance by Young Homes, a Fontana development that sold 49 sales, to place second in the Top 50. Louis Uribe, salesman for the developer, said homes priced from $125,000 to $136,000 are selling well to first-time buyers.

Two projects in Murrieta also made the top 10—Continental Homes' Bear Valley tract with 34 sales, and Ryland Homes' 32 sales at The Colony, a gated, adult community with a golf course. Two other Inland Empire projects—in Pomona and Victorville—cracked the top 10 as well.

With 34 sales, Akons Development's Courtney Village in Pomona tied with Continental for fifth place. Roundout the best 10 was Cabin Homes' Seasons tract in Victorville, at 28 sales.

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La Sierra University Team Wins International Event

From La Sierra in Riverside, the eight-member preparation team brought home six trophies and $7,540 for wins in four special events. Team members from the inland Empire included Andy Long, Greg Lewallen and Tamara Talbot of Redlands, Steve Taggart of Colton and Ishmael Valdez, Hemet.

In a winning "virtual reality" presentation, the team submitted all 122 projects that La Sierra's IEEE chapter worked on this year. Projects included a sand-pit exhibit to help people visualize the variety of services available.

C.S.U.B. Offers Rare Local Degree

From small beginnings a decade ago, the Master of Public Administration (MPA) program at California State University, San Bernardino now boasts 175 students who also work for Inland Empire cities, counties and special districts.

In 1986, only 20 students were enrolled in the university's MPA program. Today, Cal State's Public Administration curriculum remains the only one in the region that's accredited by the National Association of Schools of Public Administration and Affairs in Washington, D.C.

Cal State officials say that means having to meet rigorous standards for the course, MPA content and periodic assessments of the full program's success relative to its mission.

The MPA degree is offered at Cal State's San Bernardino campus, as well as at the nearby Palomar Valley Center at the College of the Desert.

Both bachelor's and master's degrees in public administration are growing in demand for public service jobs and for management of non-profit organizations, government and private administration graduates. Cal State, San Bernardino counts police and fire chiefs, public works directors, redevelopment agency administrators and city managers among its alumni.

According to recent polls of MPA graduates, 95 percent would recommend the curriculum to friends or relatives. Nearly all, or 96 percent, rated the program as either "excellent" or "good" in terms of preparation for their chosen professions.

Cal State's undergraduate Public Administration program is geared to new college students and those with two-year arts degrees. The MPA program is open to students with all types of bachelor's degrees.

At Cal State, San Bernardino, the MPA faculty includes a former mayor, a city manager, an urban planning director, a congressional liaison, a public relations consultant and a federal commerce official. As for the students, about 90 percent are from the unemployment ranks.

For more information about Cal State, San Bernardino's public administration programs, call 0099 880-5754.

FOOTBALL INDEPENDENT BANK
Bill's Bank

showcasing economic updates to the Internet, business consulting skills and 4.5 trillion grains of sand, a La Sierra University team won the international "Students in Free Enterprise" competition in May.

Held at Kansas City, Mo., the games featured some 500 students on 50 college teams from eight regions, and 150 chief executive officers from Fortune 500 companies as judges. Students in Free Enterprise (SIFE) is a non-profit organization devoted to education on the free enterprise system through hands-on experience.

I finally found a bank that jumps in with both feet.

I'm Bill Malin of Malin Pool Construction. I've been building quality pools for over 30 years and have done business with a lot of wonderful people. But one stands out.

Football Independent Bank.

Football provides a long list of business services such as on-time banking, IRA loans, construction loans and asset based lending that cater to the customers' needs. They also offer Saturday banking, and refer to the drive-up windows, special accounts for seniors and kids, and know me and the other customers when we walk through the door.

So if your bank seems unwilling to jump into the service they promise, call my bank at 0099 500 BANK.

One-of-a-kind special effects show FANTASMIC! opened in 1992.

E.T.O. EXECUTIVE TIRE OUT

by Carole Bounds

I realize that most readers live in Disneyland's backyard. Yet, too many times we overlook something special just because it's so near. Speaking from my own experience, I lived in New York for 10 years without ever getting to the top of the Empire State Building.

So, here are some of the latest reasons--as well as other more traditional ones--to visit Disneyland in Anaheim.

The basics of Disneyland haven't changed in the five years since I last visited the so-called "happiest place on Earth." The bright, fresh faces, for example, are still ever-present to guide, serve, clean up and entertain. I've always wondered where the park has managed to maintain such high standards over the years with its growing population.

What has changed at Disneyland is the fare of available attractions, recently expanded with some innovative delights.

A Magnificent Adventure

The Indiana Jones Adventure, the latest innovation at Disneyland, is a major attraction in every sense of the word. Even while waiting to board your 12-passenger tram transport, you begin to intersect with the story line. When you finally do enter the attraction, you are whisked away like a vehicle through the excavated ruins of the lost city.

Clouds of smoke, bubbling lava, eerie music is heard and eerie lights guide you on your own adventure, accompanied by the voices of your companions, including a vehicle, flying spirits of the Caribbean in New Orleans Square, which has the decrepit of photography and is perched on the suspended rock of the Haunted Mansion. The several times you've seen it, you've probably seen it from reality.

It's a wild ride packed with humor and surprise. Perhaps the most touching thing at Disneyland comes when you pass a balcony overlooking a grand ballroom and dining room. At first glance, it seems empty and daunting. It could be a truly haunted house.

There's a large table elegantly set for a banquet and ready for guests who seem frozen in time and color. Perhaps the most interesting twist is the fact that guests are actually present, formally dressed couples from another era walking around the dance floor. The dining table contains among the guests having a wonderful time. This explanation comes from a tour guide and shows another side to the genius of this creative moment.

Great idea

When Disney created Disneyland, drawing on his ideas that came while visiting various amusement parks with his daughters. Disney felt in general that parents were bored, the grounds were littered and the operators were cheerless and unfriendly. He set out to change the amusement park image by creating what he called "the happiest place on Earth." Disney was given a green light to open the new "Merry Go Round," as described in a memo sent Aug. 31, 1948. Ultimately through the "Magic Kingdom, Disneyland." opened on July 17, 1955.

E.T.O. EXECUTIVE TIRE OUT

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Fun, Out-of-This-World Entertainment

Also don't miss the glorious Lion King Celebration Parade and Fantasmic!, the "greatest night-time extravaganza in the universe." You might get a little wet at Splash Mountain, the experience is worth the dampness.

Old Favorites Still Seem Fresh

How long has it been since you've enjoyed Star Tours, designed in cooperation with George Lucas of "Star Wars" fame? This attraction is billed by Disney as an "out-of-this-world" trip through the galaxy's famous R2D2 and his buddy C3PO. Adults and kids alike should view this one as a truly unique experience.

Yo. Ho. Ho and a Bottle of Rum

Many visitors can never get tired of the Pirates of the Caribbean in New Orleans Square, which has the decrepit of photography and is perched on the suspended rock of the Haunted Mansion.

It's a wild ride packed with humor and surprise. Perhaps the most touching thing at Disneyland comes when you pass a balcony overlooking a grand ballroom and dining room. At first glance, it seems empty and intimidating. There's a large table elegantly set for a banquet and ready for guests who seem frozen in time and color. Perhaps the most interesting twist is the fact that guests are actually present, formally dressed couples from another era walking around the dance floor. The dining table contains among the guests having a wonderful time. This explanation comes from a tour guide and shows another side to the genius of this creative moment.

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One-of-a-kind special effects show FANTASMIC! opened in 1992.

The Tribute

When Disney died on Dec. 15, 1966, sorrow and debunked were expressed around the globe. On the CBS evening news, Van Sant captured the nation's feelings over his loss.

"It would take more time than anyone has around the daily news shows to think of the right thing to say about Walt Disney. He was an original not just an American original, but an original. He was a happy accident, one of the happiest this century has experienced. And, judging by the way he's been behaving in spite of all Disney tried to tell us about laughter, love, children, puppies and kittens, the contrary hardly deserves him.

He probably did need to heal, or at least to work, though human spirits that all of the psychiatrists in the world. There can be many in the adult that the alleged-ly civilizing power of the globe who did not inherit Disney's mind and imagination at least for a few hours and not feel better for the visitation. It may be true, as somebody said, that while there is no lightness in a lowdown, there is some lowdown in every lightness.

By the conventional wisdom, night-time, flying, elephants. Snow White and Happy Gumps, Starry and Doopy--all these were fantasy, escapism from reality. B) a question of whether they were less real, any more fantastic than our responses, populated act, depleted forests, and scrapes from the very age of fantasy, however look at how Disney's fantasy thrives today.

People are saying we'll never see it again. 

Carole Bounds is a travel editor for the Inland Empire Business Journal and the western division of Scriptor Publications. Readers with questions can reach her at (909) 770-3065.
The Indigo Room: Color It Good

By Jerry D. Mund

that is Indigo? I think it means ‘blue’ and, color it blue, but I’m not sure. Here, let me look it up in the dictionary. Oh, here it is—it’s blue. It’s a blue that’s related to the pea and beans which produce a blue wine known as the blue dye itself. Well, I’m here to report that at the Indigo Room in San Bernardino, I ate neither peas nor beans, but I did not record any inordinate amount of blue in the restaurant. In fact, my most vivid memory of the place is simply how good it was.

The name Indigo is supposed to be French-Italian. Whatever the case, it’s just plain tasty, and the menu isn’t filled with the weird concoctions that often make dining out the culinary equivalent of a four-day Baja vacation.

We started with some appetizers. The escargot bouchardise ($5.95) is some of the best around. So, if you’re scared of eating snails, you might want to just skip to the humiliation before your party orders at the Indigo Room (instead of saying lame and ignorant things like, “Escargot’s disgusting”).

Ceviche ($5.95) is scallops, shrimp and fish, and the Indigo Room serves it with lime juice and fresh herbs. A little better in the soup, faithful readers. The crab bouse served at the Indigo Room (which will sell on the house) is a bit too up to the humiliation before your party orders at the Indigo Room (instead of saying lame and ignorant things like, “Escargot’s disgusting”).

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The Crab Room did a great job with the crab bouse, which came out of a can and got fried in a skillet with margarine. But not at The Room, which deals a black jack on this Creole dish. The Cajun remoulade is a perfect complement to the fresh seafood. One of my friends ordered the sliced cold’s liver ($7.95), served with caramelized onions, and reported it was excellent. I, however, will never know, since I am not about to eat liver, and (please, no “he’s a hypocrite” comments in the letter to the editor because of what I said earlier about escargot).

Bill Anthony, publisher of this fine publication, ordered the julip lamb chops ($13.95). Judging by the record time in which he devoured them, you’d have thought you were eating some kind of meat filling in a pretzel bun. I quickly retraced so that my deft digits could pilot plates another day. As you can see from the prices given you, you won’t have to take out a loan in order to eat at The Room. Everything is very reasonable. The only thing that is somewhat high is the price of the Aug 10. The menu offers some good choices, but I don’t remember any of the wines from that long ago, but I do remember that Chuck Orman was the consulting winemaker for the winning wine from each region, and had the top two from Napa. The thing about Chuck Orman Chardonnays is that they are going to be styilistic and special, without being overdone or even overly dramatic. They were the epitome of balance and elegance.

I remember once, 10 or 12 years ago, when a friend staged a unique tasting of California Chardonnays, consisting of three flights of six, one flight each from Napa, Sonoma and Central Coast. I don’t remember any of the wines from that long ago, but I do remember that Chuck Orman was the consulting winemaker for the winning wine from each region, and had the top two from Napa. The thing about Chuck Orman Chardonnays is that they are going to be styilistic and special, without being overdone or even overly dramatic. They were the epitome of balance and elegance.

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Under the move to consolidate, six of the 17 county landfills will close by July 1997, including those in Apple Valley, Lenwood, Yermo, San Bernardino, Twenty Nine Palms and Ontario. Also in 2000, these landfills are supposed to be expanded—on Rialto, Redlands and Barstow.

Estimated costs include $105 million to close the 13 landfills, $124 million to expand the three, and $72 million to clean up seven landfill sites with tainted ground water. Now, San Bernardino has more landfills than any other county statewide, including its size countywide, including its size in the desert.

 Mojave Water Agency Gets Power to Shut Wells

Under new legislation by Assemblyman Keith Olberg, R-Victorville, the Mojave Water Agency as of Jan. 1 will have power to monitor and cap wells in its 5,000-square-mile area with 351,000 residents.

A law, signed on June 27 by Gov. Wilson, empowers the high desert water agency to manage water for economic growth. Since 1993, the agency has operated under a court decision declaring it as water master for the basis.

**Attacked vs. Rail Cycle Landfill Mounts**

The grass-roots Clean Desert Waste Coalition claimed to have amassed more than 50,000 petition signatures blocking a ban on landfill site near any major ground water supply.

Authorities have 30 days to research whether enough signatures are valid, registered in the county. The coalition needs at least 35,000 verified names to get an initiative on San Bernardino County's March ballot.

The measure would allow current dumps to remain, however, it would forbid the proposed Rail Cycle landfill, a trash-by-night, $150 million project at Rolo Station near Antelope in the High Desert.

**Governor Names Palm Desert Man to Employment Panel**


Lattanzio, a financial consultant specializing in food processing, served 1991-95 as chief financial officer of Grimm Coop/Mission Foods, the largest maker/distributor of tortillas in the U.S. The Training Panel oversees a pool of state funds derived from an unemployment insurance premium surcharge that raises about $96 million a year.

Florida Electric Car Maker Sets Sights on Barstow

Renews Care of Florida is considering a site west of Interstate 15 and near the Factory Merchanuts outlet mall in Barstow for building a 400-employee electric car plant.

In 1993, unions represented 61,575,000 workers, up 209,000 from 1992, and the year was the 14th year in a row. The unemployment rate was 5.18%, 11.9% in the private sector and 37.3% in the public service. In 1990, 1991, and 1992, the rates were 16.1%, 16.0%, and 15.8%, respectively.

By contrast, unions represented about one third of the labor force in the 1950s and 1960s. Between 1975 and 1991, unions won just under half of their elections. Preliminary figures showed union win rates of 49.9% in 1992 and 50.4% in 1993.

In collective bargaining settlements covering 5,000 or more workers, annual average first-year increases in total compensation (wages plus benefits) fell from 4.6% to 3.1% between June 1990 and June 1994. Life-of-contract increases fell from 3.2% to 2.4%.

In 1992, weekly earnings of wage and salary workers averaged $463. Median earnings were $375 for union members and $426 for non-union workers, a 35% differential, up from 32% in 1992.

An anti-union climate has prevailed since the 1980s. From 1981 to 1985, an average of 2,855 workers annually were discharged illegally for union activity, and 32% of the organizing efforts were marked by firings. From 1986 to 1990, an average of 1,367 workers annually were discharged illegally, and 25% of the organizing efforts were marked by firings. The data cover only workers who filed NLRB charges and were reinstated.

By contrast, from 1956 to 1960, an average of 429 workers annually were discharged illegally, and 4% of the organizing efforts were marked by firings.

**The Commission on the Future of Worker-Management Relations (Dunlop Commission)**

has reported that between 1986 and 1993, one-third of the workplaces that voted for unionization did not obtain a contract because of employer refusals to bargain in good faith.

The AFL-CIO has expressed support for President Bill Clinton, despite its opposition to the North American Free Trade Agreement, signed in 1991. Clinton lifted the ban on refueling 11,400 air traffic controllers fired by President Ronald Reagan in 1981. Through unsuccessful, the press Congress for passage of a jobs program, strike-replacement ban, and national health care plan.

The law, signed on June 27 by President Ronald Reagan in 1981, allowed by means of pre-hearing settlement conference, and vigorously enforced by a law against violators through government paper editorials, Retch noted that among workers, gaps based on education and union-seniority were contracts because of employer domination of labor organizations, and climate which encourage partnerships between labor and management.

In recent speeches and newspaper editorials, Reich noted that among workers, gaps based on educational objectives that voted for unionization did not exist and that a "company unions," which are controversial. In February 1994, the AFL-CIO endorsed both representation of workers "by free and independent unions which they control," and provision of "a legal framework and climate which encourage partnerships between labor and management."

In California, the unemployment rate in 1993 was 18.0% (11.6% in the private sector and 23.4% in the public sector), down from 13.5% in 1986. Weekly earnings of union and non-union workers averaged $489 and $352, respectively, a 24% differential.

In the Los Angeles-Anahiem-Riverside consolidated metropolitan statistical area, the unemployment rate was 17.1% (11.6% in the private sector and 22.6% in the public sector), up from 16.4% in January.
California construction volume is forecast to keep on growing over the next 14 months, with the industry's home-building sector posting a nice gain in 1996.

These predictions are part of the latest monthly report on the state's building industry, published by the Construction Industry Research Board in Burbank. CIRB is a nonprofit, business and industry service in an easy-to-use software program. Toplist is the software complement to the Book of Lists. It takes the data from the Book of Lists and lets you access its powerful contents.

Key information from the Book of Lists is in Toplist, including company name, contact person with title, address, phone number, field to add a fax number, list the company is on, rank on that list and data by which firms are ranked (revenue, or number of employees, etc.). These fields are included if they appear in the Book of Lists.

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

ACTI USERS

The data is also available in ACTI ready formats for importing directly into your existing ACTI Software.

PLUS

Toplist is self-installing and menu-oriented. The software includes an unlimited single-user license and, as a registered user, you receive free technical support.

Also available are notes for merging Toplist data with Microsoft Word, Windows Perfect and FilMaker Pro. Request notes below.

SYSTEM REQUIREMENTS

Toplist is PC 2 MB, free hard disk space, DOS 3.1 or higher, SBEK RAM, Toplist Mac: 4MB free hard disk space, 2MB of RAM, System 6 or higher.

MORE INFO

For a complete listing of the list categories included and number of records per list, call the Toplist Fax Back Service at 1-800-493-4757, Enter document code #208. Or visit the Internet at moreinfo@toplist.com.

FOR FASTEST SERVICE CALL 909-391-1015 OR FAX THE Coupon BELOW TO 909-389-3160

For prepayment technical questions call 1-800-347-8267.
People, Places & Events

Letters to the Editor

Legal Help
I’d like to commend your publication’s recent article, “Selecting the Right Firm,” to Danilo, a businessman who is seeking for legal representation and don’t know where to begin. For this reason, I would also like to call your attention to a series of pamphlets recently created by the Bar of California, Office of Client Relations, 1149 S. Hill St., Los Angeles, CA 90015-2296. They are available for free and also a one-time 30-cent stamp for each pamphlet requested.

Anne Charles, Member, B.C. Bar of California

Consumer Countdown
Thank you for pointing out that the “Consumer Countdown” newsletter is funded by the Western United States Retailer, an independent trade group. Readers may obtain copies by writing a self-addressed, business-stamped envelope to California Office of Client Relations, 1149 S. Hill St., Los Angeles, CA 90015-2296. They were prepared to meet untold California’s promises.

Karen Krupnick of Newman Elementary School in Chino was named as the 1995-1996 California San Bernardino County Superintendent of Schools for having a Special Appreciation Award for general educational cooperation within the county.

Inland Empire Ad Club Puts News Director at “Top of the Class”
Joe Lyons, vice president, sales director and morning engineer of the “Inland Empire TV,” has been named at “Top of the Class” by the Inland Empire Ad Club Board of Directors. He was nominated for outstanding work in the radio and television areas, spending the last 13 years in the Inland Empire.

Inland Empire News

Inland Empire Business Chronicle

Real Estate Focus

Auto Parts Maker Moves to Rancho Cucamonga, Salaries Along 279.

Replacement Parts Manufacturing, a leading manufacturer of transmission parts, has moved from Irwindale into a leased, 150,000-square-foot building in Rancho Cucamonga.

Sperry Van Ness Reports $7.5 Million Sale of Inland Apartment

Resolution Trust Corp. (RTC), recently sold a 277-unit apartment complex in Las Vegas to a moderate interest for $8.75 million, according to a spokesman. The complex, which the RTC had purchased in April 1988, was sold to a private investor for an additional $57 million.

Inland Empire Native Leads Dental Association

Representing about 70 percent of state’s doctors, the 100,000-member California Dental Association installed Michael R. Milson, M.D., D.D.S., as its president.

San Bernardino Hilts Toasts New Symphony Association Executive Director

Christopher Daniels, the new executive director, was slated to meet the community on July 1 at a reception hosted by the San Bernardino Hilton Hotel.

Stewart Holt Signs Mexico State as Client

Working with attorney Gutierrez Silva Associates, Stewart Holt, chairman of Leo, a travel company, has signed with the Mexican state of Mexico City as a client.

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Eric Burney and Robert Drum of Daum Commercial Real Estate Services represented Replacement Parts in the seven-year lease of the space in Daybreak Industrial Park. Investment Building Group of orange, building owner, represented itself.

Time Share Company Takes Vital Space in Riverside Park

Pacific Monarch Resorts, a company involved in time share sales and administration, opened a three-year lease for 5,900 square feet of office space on Spaghetty Rutini.

The space is in a three-story building considered the centerpiece of the 32-acre park at Atlanta Project, said leasing agents for Philip Woodard at CB Commercial Real Estate Group, in the project owner and developer.

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**INLAND EMPIRE BUSINESS CHRONICLE**

**Happenings**

**TEMECULA VALLEY CHAMBER OF COMMERCE**

*The Essential Tool For A Successful Business*

The Temecula Valley Chamber of Commerce is dedicated to serving, promoting, and supporting the local business environment with 3 key standing committees:
- Governmental Affairs
- Education
- Local Business Promotion

Membership Services, and Ways and Means.

Get involved with the Largest Business Network in Temecula Valley!

Temecula Valley Chamber of Commerce
27450 Ynez Road • Suite 104 • Temecula, CA 92591
(909) 676-5090

---

**Save This Date**

**SEPTEMBER 6, 1995**

Palm Desert Chamber’s

"BUSINESS EXPO/MIXER"

Marriott's Desert Springs Resort & Spa
74-655 Country Club Drive, Palm Desert
3:00 - 6:00 p.m.

Call the Chamber at (619) 346-6111 to reserve space.

---

**Redlands Chamber of Commerce**

**Rise 'N' Shine Redlands**

"Not a Meeting on Event"

Get up-to-date information about Redlands including legislation, education, city updates and more during a lively and entertaining program on the 1st Friday of every month.

Reservations are needed. Call the Chamber office at 793-2540.

Tickets are $10.00 in advance, $12.00 at the door, program includes a continental breakfast.

---

**Experience**

**THE MARKET PLACE**

You are invited to join the Montclair & Upland Chambers of Commerce

September 30 & October 1, 1995

at The Market Place

business showcase at the Montclair Plaza!

Booth space is available on a first come, first served basis, so reserve your booth early!

Chamber members - $500
Non-members - $650

Call Montclair (909) 624-4569 or Upland (909) 931-4108 for an application, or additional information.

---

**Attention!**

Ad Deadline for the August issue of the INLAND EMPIRE business journal is July 20, 1995!

Don't Miss the Opportunity to Advertise in the Inland Empire's Most Popular Business Publication.

---

**Moreno Valley Chamber of Commerce**

"Good Business Builds a Better Community"

The Moreno Valley Chamber of Commerce Mission is to Promote, Support, and Educate our Business Community.

Committees:
- Ambassadors
- Education
- Business in Action
- Hispanic Business Council
- Legislative Action
- Business Expo
- Economic Development
- Business WAY
- Networking & Marketing
- S.C.O.R.E. Counseling

Membership Services:
- Monthly "Outlook" Newsletter
- Educational Seminars
- Business Expo
- Health Insurance

For all of your business needs, call the Chamber office at (909) 477-8000.

---

**Corporate Video**

Commercials • Toying Sales tape
• Point of Purchase
• Booth space • Video News Reel

**Upcoming Issues:**

- August:
  - Environmental, Residential/Executive Living, Inland Empire's Cities.
  - September:
    - Financial Institutions (2nd Quarter 1995)
    - Small Business Finance, Health Care, Health Medical Clinics, Large Banks Serving the Inland Empire, Largest Hotels.

- October:
  - Lawyers/Accountants, Building & Development, Telecommunications, Office Technology/Computers, Long Distance Carriers, Inter Connect Vendors.

**Coming Soon**

1996 Book of List
Reserve your advertising space now!

(909) 391-1015 ext. 96

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**Crest Lodge**

and

Mountain Resort

Quaint, cozy cabins and cottages, nestled among tall trees.

Kitchens • Fireplaces
Cable TV • Heated Pool

AARP Discounts • Honeycomb Packages
Midweek Bargain Break Rates

Call for Reservations and Information...

(800) 675-5848 • (714) 338-2418

23508 Lake Drive • Box 22 • Crestline, CA 92325

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**Wise About Mail**

Five years ago our eagle was better than your eagle, and that was just the start.

In this market there are several different types of services available, and none of them is 100% correct or 100% reliable.

Your mailings have a better chance of success, and your health, too.

We will help you with any mailing services that you need.

For all of your direct mailing needs, call (909) 361-3508.

---

**Classifieds**

**INLAND EMPIRE BUSINESS JOURNAL**

**Classified Order Form**

FAX 909-391-3160

DISPLAY RATES: $700/week, $11,650/mo.

6 lines mini, Avg. 20 characters/line. Frequency discounts available for both display and line. CONFIDENTIAL BOX acceptable. One ad per category. Form must be filled out form below in full. Use additional sheet of paper if ad copy is longer than 6 lines.

**Ad Copy**

Name:
Company:
Address:
City:
State:
Zip:
Exp. Date:

(909) 391-1015 ext. 16

---

**United Hispanic Chamber and NEDA MBDC Host**

**How Do You Get Money For A Small Business?**

- Small Business Financing Seminar
- Networking Dinner
- Membership Meeting (Ontario UHCC)

**Speakers:**
- Paul Meister, Senior Financial Analyst, NEDA Minority Business Development Center
- Mary Beaver, SBA Manager Western State Bank

**WHERE:***
- Martindale-Ontario Airport, 2200 East Foothill Blvd., Ontario - Eastern Hall
- Ontario - Central Hall

**TIME:**
- 3:30pm- Networking Hispanic Chamber members, 8:30-10:30pm, Inland Empire Ball.

**RSVP:**
- Call the NEDA MBDC at (909) 381-3406.

**PHONE:**
- (909) 381-8000
- Fax (909) 381-3508

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**PHONE:**
- (909) 381-8000
- Fax (909) 381-3508
### Inland Empire Business Chronicle

#### Bankruptcies Continued

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<thead>
<tr>
<th>Owner</th>
<th>Address</th>
<th>Phone</th>
<th>Email</th>
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<tr>
<td>Jim Music</td>
<td>4085 Morning Glory Drive, Murrieta, CA 92562</td>
<td>760-344-5111</td>
<td><a href="mailto:jimmusic@jimsmusic.com">jimmusic@jimsmusic.com</a></td>
<td>Jim Music is a music store located in Murrieta.</td>
<td></td>
</tr>
<tr>
<td>Cresta Verde Golf Course</td>
<td>1295 S. Ave. J, Corona, CA 92882</td>
<td>951-274-4643</td>
<td>crestavegolfcourse.com</td>
<td>Cresta Verde Golf Course is a golf course located in Corona.</td>
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</tr>
<tr>
<td>David Publications</td>
<td>5202 Philadelphia Rd, Chula Vista, CA 91910</td>
<td>619-568-8800</td>
<td>davidpublications.com</td>
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<tr>
<td>John Davis</td>
<td>12956 La Porte Ave, Corona, CA 92882</td>
<td>951-733-1234</td>
<td>johndavis.com</td>
<td>John Davis is a real estate agent located in Corona.</td>
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<tr>
<td>De-Sport Fabrics</td>
<td>2680 W. Arrow Ave, Corona, CA 92882</td>
<td>951-733-1234</td>
<td>desportfabrics.com</td>
<td>De-Sport Fabrics is a fabric store located in Corona.</td>
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<tr>
<td>B &amp; D Tool Repair</td>
<td>4100 Avenida Verde, Temecula, CA 92591</td>
<td>951-694-5555</td>
<td>bdtoolrepair.com</td>
<td>B &amp; D Tool Repair is a tool repair shop located in Temecula.</td>
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<td>1050 N. Market St, Chula Vista, CA 91910</td>
<td>619-733-1234</td>
<td>oscarjrangel.com</td>
<td>Oscar Rangel is a real estate agent located in Chula Vista.</td>
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<tr>
<td>Delmas Dolls &amp; Things</td>
<td>5417 El Prado Trail, Yuca Valley, CA 92284</td>
<td>760-694-5555</td>
<td>delmadasdollstings.com</td>
<td>Delmas Dolls &amp; Things is a doll shop located in Yuca Valley.</td>
<td></td>
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<tr>
<td>Delmar-Borems West</td>
<td>3900 Northside Dr, Corona, CA 92882</td>
<td>951-733-1234</td>
<td>delmarboremswest.com</td>
<td>Delmar-Borems West is a real estate company located in Corona.</td>
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<tr>
<td>Desert Isle Beverage Co., Inc.</td>
<td>41364 Paint Dr, Victorville, CA 92395</td>
<td>760-245-6565</td>
<td>desertislebeverage.com</td>
<td>Desert Isle Beverage Co., Inc. is a beverage company located in Victorville.</td>
<td></td>
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<tr>
<td>Darby’s Computer Services</td>
<td>21427 Elsinore Blvd, Perris, CA 92570</td>
<td>951-453-6565</td>
<td>darbyscomputer.com</td>
<td>Darby’s Computer Services is a computer repair shop located in Perris.</td>
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<tr>
<td>David Luegan Martinez</td>
<td>2082 Chino Hills Pkwy, #403, Chino Hills, CA 91709</td>
<td>909-443-6565</td>
<td>dmlm.com</td>
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#### New Building Permits

<table>
<thead>
<tr>
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<th>Units</th>
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<tr>
<td>1624 E. 3rd St, Indio, CA 92201</td>
<td>New Building Permit</td>
<td>50000</td>
<td>$500,000 or Larger</td>
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<tr>
<td>OFFICE BUILDING</td>
<td>22770 Land Park Rd, Chula Vista, CA 91913</td>
<td>619-428-1234</td>
<td>officebuilding.com</td>
<td>Office Building is a commercial building located in Chula Vista.</td>
<td></td>
</tr>
<tr>
<td>NEW OFFICE BUILDING</td>
<td>22770 Land Park Rd, Chula Vista, CA 91913</td>
<td>619-428-1234</td>
<td>newofficebuilding.com</td>
<td>NEW OFFICE BUILDING is a new office building located in Chula Vista.</td>
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<td>Crest Computer Institute</td>
<td>10430 Town Center Drive, Rancho Cucamonga, CA 91730</td>
<td>909-443-6565</td>
<td>crestcomputer.com</td>
<td>Crest Computer Institute is a computer training school located in Rancho Cucamonga.</td>
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Inland Empire Business Chronicle

1. Escrow closes on the $7.5 million cash sale of Murrieta Hot Springs Resort & Health Spa to Calvary Chapel of Costa Mesa. The seller is Riverside Liquidating Corp., and Lee and Associates Commercial Real Estate Services handled the transaction. Most resort employees currently out of work will have their final paycheck a few hours after Calvary becomes official owner of the 93-year-old property.

2. After months of heated debate, San Bernardino leaders approved a financing plan to build a 5,000-seat, $13 million downtown ballpark. By a 5-1-1 vote, the council agreed to issue bonds to bring in $10 million in financing for the stadium. However, city officials also agree not to build the ballpark if $2 million in private funding cannot be raised by August. A federal judge in Los Angeles grants a request by two automakers to block the sale of Claremont Auto Center to Cal Worthington. Both Ford and General Motors opposed the sale on the grounds that other Worthington dealership sites ranked low for customer satisfaction. The ruling stymies the sale until Ford and GM can appeal a previous court order that dealerships at the bankrupt auto center must grant franchises to Worthington.

3. The California Department of Fish and Game agrees to stop assessing certain controversial environmental impact fees in a move that’s expected to cost the state millions of dollars in yearly revenue. To settle a 4-year-old lawsuit, the department also agreed to pay $260,000 for legal costs and refunds to 114 people who challenged the fees they had paid over the last two years. Landowners, developers and local governments were charged such fees for environmental reviews tied to land-use changes.

4. The Defense Base Closure and Realignment Commission decides to recommend that the U.S. Navy’s Norfolk installation stay open. Closure would cost San Bernardino and Riverside counties more than 2,600 in total jobs and an overall economic loss estimated at $283 million. The 700-acre base employs about 1,600 on-site, and receives data to assess the effectiveness of Naval personnel, equipment and weapons.

5. The Lettermen on July 22 and Christopher Cross on July 23. For information, call (619) 345-2037.

6. The Inland Empire Group of Financial Women International will hold a quarterly meeting on health and stress issues at 6 p.m. on July 19 at the Ontario Airport Marriott Hotel. Featured speakers on the agenda include Mayor Gus Sposito, San Bernardino County Supervisor Larry Walker and officials from the regional Air Quality Management District and State Transportation Commission. Admission to the conference is $15.

7. The Employers Group Inland Empire Office will host a two-day workshop July 20-21 to review the essential skills required to succeed in a leadership role. Workshop hours both days are 9 a.m.-4 p.m. at Mission Federal Financial Center, 500 Mission St., Suite 422, in Riverside. Cost is $315 each for members, $395 for non-members and $250 in groups of three or more. Contact (909) 784-9430.

8. Financial Women International Meets on Stress

9. Ontario Holds Transportation Seminar

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