July 1998

Inland Empire Business Journal

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INLAND EMPIRE business journal

VOLUME 10, NUMBER 7

$2.00 July 1998

MEXICAN BUSINESS NORTH & SOUTH

CLOSE UP: MICHAEL CHRISTELMAN

WHO'S WHO IN ACCOUNTING

CORPORATE PROFILE: VICTORIAN HOUSE VINTAGE AUTO SALES INC.

ENTREPRENEUR OF THE YEAR

STARS IN MARKETING, ADVERTISING & PUBLIC RELATIONSHIP

Ingrid Anthony
6511 Crista Palma Drive
Huntington Beach, CA 92647

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Your Southern California Toyota Dealers have a huge selection of new Toyotas. And right now, it's never been easier to get the car or truck you want. You can choose from a range of financing or lease options that fit virtually any budget. So come in today. It's easy to see why more people count on Toyota everyday.

TOYOTA DEALERS OF SOUTHERN CALIFORNIA

TOYOTA everyday

The best-selling Camry.

The incredible Sienna.

The value-packed Corolla.

The luxurious Avalon.

The tough Tacoma.

The super Supra.

The rugged T100.

The powerful 4Runner.

The radical RAVAL.

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The radical RAVAL.
California Officials Get Big on Small Business

by Donald Falk

The state of California's Department of General Services Procurement Division is not worried about losing market share to private companies in the state. According to Korbeg, 35 percent of California's small businesses are owned by women, and about 10 percent are minority owned.

Although the majority of businesses in California's small businesses, they only get 10 percent of government contracts. Programs are already in place to help small businesses do business with the state, but many, including some local agencies, are not aware of them.

The State's Card program, for example, allows state and local agencies to walk into a local store with complete discretion and make a "credit-card-type" purchase of up to $5,000. The CalGOLD program (California Government Online to Desktops) allows internet access to information about national, state and local permits.

Some of the issues being looked at are creating one single point of contact for small businesses at all agencies, prompt payment on invoices, advantages for a small business, and how to help small businesses market themselves effectively.

Chuck Grady stated that the entire field of purchasing and procurement is trying to "lose its image of paper pushers" and be about online at

FOLLOWING THE SUCCESS OF BOOKS AND MORE FOR DUMMIES

EXECUTIVE TIME OUT

It's the age that forms the man, the man that forms the age. Great minds do indeed form the society which has made them what they are, but they only pay with service what they have received.

-Marcus

Worldwide Academic Officials Discuss Business Issues at ULV

The normally quiet month of June on the University of La Verne campus was anything but the 25th Annual Organizational Behavior Conference. The conference began to the sound of marimbas and the sight of Chinese Lion dancers, a traditional way to ensure success at the beginning of the term.

The 250-plus participants from Asia, Australia, Europe, Latin America, Central America, South Africa, the United Kingdom and other European and Latin American countries also included 10 state colleges and members of the community.

An extremely popular session, What's Dilbert Saying That We're Not? was presented by authors Lee G. Bowman, University of Missouri-Kansas City, and Terrence Deal, Vanderbilt University and ULV graduate, suggested that in spite of Dilbert's popularity, what creator Scott Adams says about the workplace today is pretty similar to what business teachers teach.

Additional workshops made up the remaining presentations during the conference.

The decision to hold this conference was made two years ago by professor of psychology at the University of La Verne.

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**INLAND EMPIRE BUSINESS JOURNAL**

**LEDGER**

**Commentary**

Why the West Wasn’t Won with a Registered Car

by Joe Lyons

If you’re expecting free license plates from the state, forget it. I know you’ve been hearing about the repeal of the vehicle license fee; but even if it happens, it won’t happen.

Well, the reverse will not happen because apparently our new reduced-rate fees on plates will still be higher then they are paying in those other states.

Somebody figured out that California doesn’t charge for vehicle dues about what to do with the money, and one that everyone loves is repaying the cost of the tags.

But that’s currentness — being on time, according to accordance in Sacramento is actually a rollback of 50 percent to 75 percent. So that’s really a reduction in fees, not a repeal.

And it gets worse. One of the two fee-reduction bills currently being considered will not reimburse the local governments for the money they traditionally get from your license.

This is called “placing local government financial security in jeopardy.”

Orange County knows all about this all over.

The other bill would do what they call backfilling losses to local governments, which means will come after you in some other way. Or they just won’t fill your pot holes anymore. Ultimately, you and I will pay for this.

And there’s still more to this plate thing. Any repeal or reduction is only going to cover five years at best. Which means if you get discounted plates now they will be hanging from your new tags cost will jump back up again. Unless the repeal is made completely.

But that will be another governor and another state legislature and the people who are in Sacramento. And they will be long gone and not responsible for what the next group does.

And how many of us know someone who lives here but keeps their plates from Arizona or New Mexico because they’re cheaper there.

The state will be in the red again in five years with or without registration.

So what’s the difference? Most of us today are probably paying more for our plates than we paid for our first cut back in college. So we’d love to see something done. But playing hide-the-ball with the cost of registration is not fair. Maybe the state should do what they did with the surplus 10 years ago when Deukmejian was governor: Send every taxpayer a check for $92 and be done with it.

Joe Lyons is the anchorman for “Inland Empire Television News.”

His commentaries appear weekly on the show, which covers breaking news in the Inland Empire as well as business news, community features, sports and entertainment news and features.

Joe Lyons

**Commendations**

Financially, they are doing something substantial to protect our cities from the state’s grabbing hands. Assemblyman Fred Agaun (R-61) introduced an amendment, ACA 4, to the state’s annual revenue bill in 1999 that will allow the cities to pass the Senate Local Government Committee.

The importance of ACA 4, which was approved by a 61-3 vote, cannot be understated. In 1992, the state has stripped cities of their ability to tap from local governments to balance its own budget.

Although saving money is a priority, cities provide their own police and fire services as well as maintain roads and supply homes with water. Every these services are exempt to the state, which means the city can determine what the state needs that it must take more property taxes away from cities.

“Local governments have suffered for too long,” Agaun said. “This year alone the state will take roughly $3.5 billion that should be going to local for programs and services, such as police and fire. ACA 4 can’t allow this shift to keep growing.”

The assemblyman’s comments beg a frightening question: If left unchecked, how will the state go?

ACA 4 would cap the property tax shift at the 1999-2000 level. And the measure would require that the state use General Fund revenues to make up any fiscal impact on local governments.

Capping the shift at the 1999-2000 levels is certainly reasonable; Agaun has drafted a practical and forward-thinking amendment. If passed by both houses of the Legislature, ACA 4 would reverse the Governor, going straight to the voters.

It is not a limit on the state’s annual property tax take-away will put local governments on the road to recovery,” Agaun rightly said. “Enacting this proposal is one of the most reasonable actions that the Legislature, and the people of California, can take this year. It’s long overdue.”

Entrepreneur Award Highlights Business Success in the Region

When Ernst & Young LLP first considered expanding its Entrepreneur of the Year program to include the Inland Empire, critics were tymbling. These factors encourage growing.

Ten years later, those critics have been proven wrong.

Including the Inland Empire in the program links the region to the other 79 counties in California’s 102 counties.

The importance of such global attention, the Entrepreneur of the Year program is important for the Inland Empire and other regions.

In the hope of encouraging businesses to move here and entrepreneurs to start businesses here.

For more on the Entrepreneur of the Year program, see related story on page 20.

Joe Lyons

**Close-Up**

Leading the Way in Public Relations

by Michael Christelman

Some people become4ided with panic and sweat bricks when it’s time to graduate college and find a job, because they don’t know what they want to do, but for Michael Christelman, that was not a concern.

Christelman, director of public relations for MK Walker with ABC, with “NYTD Blue,” and they were on the Fox list.

They always count network- ing as who you know,” Christelman said. “I like to say that that’s true. But the truth was my uncle (George Putnam) worked with ABC, with “NYTD Blue,” and they were on the Fox list.

For quite a while.

Somebody commented with his uncle that Christelman became an intern at Fox and eventually an employee.

Christelman was an assistant to the director of public relations for the network, and he also was the internship coordinator and was responsible for farm press conferences.

Christelman’s other duties included dealing with local government, licensing entertainment public relations (PR). He helped promote such programs as “King of the Hill” and “The Simpsons” as well as promoting Fox Kids Network.

The PR master credits working for Fox with the fundamental learning tool.

“I was very, very young,” Christelman said. “If I had walked in off the street for the job and said, ‘Hey, I want to be your PR master,’ it would have blown me away. You never know what you’re getting into. You have to get out there and experience stuff,” Christelman said.

“I just became interested in what we were doing,” Christelman said. “Rather than learning a lot of theory or ideas, we were actually doing something hands-on.”

Christelman said the course involved writing press releases and memos and doing mock campaign jobs.

While both jobs were in the public relations field, Christelman said there are some differences.

“At Fox, you had reporters from trade publications like The Hollywood Reporter and Daily Variety — and also publications are lined up outside to find out what was going on,” Christelman said.

“At MK, it’s a little different because our clients are the media. We just want to approach the media and know we’re not screwing up,” Christelman said. “We need to approach the media and know we’re not screwing up.”

Christelman has seen a change in the way clients and as promoting them to the public.

The PR director would like to see an expansion in their public relations. Since many businesses have a website, Christelman believes they would get more attention if the locations were more readily accessible to Web browsers.

“Nothing matters how great your website may be, it won’t matter if its impossible to find on the Net,” Christelman said.

And he said his other goal at MK is to expand the company’s focus on the entertainment industry.

The reason for this goal, Christelman said, is that the agency hopes to attract a hipper, more youthful audience.

Christelman’s talent for handling various responsibilities as a thought leader, impressed the company’s founder, Martin Walker.

“We’ve been trying to build a PR department that we could offer clients a kind of one-stop shop for small and medium businesses,” Christelman said. “We needed somebody who could do it first-hand, but we also needed somebody who was developed enough to help build the department.

“I had been through four other people who had never been in the position. We were in somewhat of a state of crisis in regards to our clients, and we were paying us to do the service, but I was having a hard time finding somebody to reality of the public relations.

“Well when we approached people, we got more and more direct and harsher. We told people, ‘Hey, if you can’t do this and that you won’t have a job in 30 days.’”

Joe Lyons

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JULY 1998
**CORNER ON THE MARKET**

**Keeping the Customer: A Guide to Higher Profits**

Part I of II

by Ron Burgess

An old axiom of marketing is that it costs five times more to get a new customer than it costs to keep an old one. Some experts say the benefit of managing current customers for more business versus new customers is that marketing is much greater than one-to-five.

According to James Hunter, author of "Business to Business Marketing: Creating a Community of Customers," it can be 30 to 40 times more expensive to acquire new customers than to manage existing ones. He believes that a five percent increase in customer retention equates to a 25 to 55 percent increase in the profitability of a business unit.

According to Lauren Hansen, president of Direct Response Corporation, in an article published in a current issue of Marketing Tools, "Customer retention is the hottest topic on the conference circuit these days." She notes that according to Frederick F. Reichheld, author of "The Loyalty Effect," the average U.S. corporation loses half of its customers in five years. Reichheld believes that the most profitable companies have the lowest rate of customer turnover.

Further, studies have shown a correspondence in customer satisfaction equating to profitability. While this notion may surprise few executives, it has been much harder to prove.

Research has shown that companies which are perceived by consumers as offering better service are those having superior financial performance, growth rates and faster recovery following a recession.

**Quality is MORE than just compliance!**

Quality is now essential for:
- Open new markets
- Lower your costs
- Increase profits
- Better relationships with customers, clients and the organization.
- Increase sales
- Become a leader in your industry
- Maintain a museum of classic cars
- Maintain a Museum of Classic Cars
- Privatize a museum
- Know the value of a customer
- Measure better or worse, the better companies:
  - Were able to charge more for the same goods
  - Grew twice as fast
  - Picked up 6 percent market share per year
  - Had 12 percent higher return on sales

**Know how to keep your customer**

Reducing customer turnover and building business opportunity among existing customers should be part of every business strategy.

Positive consumer perception is the key. Knowledge that your company offers a better product and service will usually produce a positive return on investment.

**Know how to relate to your customer**

Relationship marketing, which has gained a strong presence among marketing professionals in the last three years, takes the above strategy one step further. Relationship marketing is an approach to marketing that focuses on building strong bonds between customers, clients or donors and the organization.

The result of strong bonding, according to Reichheld, is to affect customer loyalty, which can result in building long-term loyalty, creating a defense to competitor attacks. This approach can even create extended sales advocates out of customers.

**Know the value of a customer**

If "keeping the customer" is so beneficial, what are the strategies that can increase your company's effectiveness? First of all, know the value of a customer.

Many companies and organizations still think in terms of "mass advertising." I hear well-intentioned people from sales departments tell me, "Every customer has the potential to be a customer," or "you can never tell where that next sale may come from.

While this is clearly not true, it seems to be ingrained in some sales cultures. My opinion is that this type of thinking emerged from the sales motivational experts who have done much to get the salesperson gaining.

This approach expands the mindset that one should expect and be surprised to find business anywhere. (While selling ice to Eskimos may be possible, I think I'd rather offer them the tropics!)

While I find this type of motivation stirring and part of every sales (and marketing) professional's training, it is just not efficient. Customers are different; they should not all be treated the same way.

**Know how to communicate**

Strategies for building loyalty and relationships should include communications tailored for each customer and his or her profile. Marketing efforts of consumers is not a game of chance.

Never stop evaluating the value of your product to the customer. Customers should be rated based on their present and future value to a company.

**CORPORATE PROFILE**

**Vintage Auto Sells a Piece of American History**

by Mathew Padilla

Everything about Larry Houle's company appears old. His headquarters is decorated with vintage American memorabilia, its cars are old, and the company was founded in a refurbished Victorian house.

"My preference has always been antiques and earlier cars," Houle said. "I guess I'm dwelling in the past.

But despite the old facade, Victorian House Vintage Auto Sales, Inc., the only dealer in the Inland Empire specializing in classic cars, makes use of the latest in technology in every aspect of its high-tech security system to its website.

At www.vintagecar.com Web surfers can view images of the company's classic cars, check out each car's history, and use the top of the phone numbers to call to begin haggling.

The company has been online since it moved into its Inland Empire site in 1994. There Houle, 56, maintains a museum of classic cars in the 8,000-square-foot buildings on a two-acre lot.

Houle considers himself an Internet innovator in the vintage automobile world.

"When I started, hardly anybody in this business had a website," Houle said.

Now when Web surfers visit a vintage-automobile website other than Houle's, they see a "ebay" copy of mine," Houle said.

The Internet has played a significant role in Vintage Auto's growth, according to the past few years.

Selling about 230 cars annually, Vintage had revenues of $3.5 million in its fiscal year ended September 1997. That number rose from $2.1 million the year before and $1 million the year before that.

The rise in gross profits has come mostly from selling more expensive cars.

Houle is turning to attract a higher-quality product, Houle said.

"Sales are up 30 percent, and it is great to see," Houle said.

"My main goal is to continue to sell for the next 10 years," Houle said.

"I can honestly say that the Internet has been pivotal in making this happen.

Houle said he said does not sugar-coat each car's performance.

"I'm an effort to be open about each car's problems," Houle said.

And if a customer is not happy once the car is received, Houle will take it back. He said he has only had to take one car back since 1994.

**A basket of revenue sources**

Perhaps the state's most unique antique dealer, Houle charges customers $3 to see his cars for sale. Customers responding to ads or other promotions are charged, but those who walk in off the street pay the fee to enter the company's "museum."

Houle said he charges a museum sign up and began charging about a year after he opened because of theft and damage to his vehicles. The entry fee deters teens and others not interested in buying or unable to afford vintage cars, which generally run from $15,000 to $25,000, but can sell for more than $100,000.

The types of cars Houle is showing in his museum range from a 1959 Chrysler 300 "E" convertible to a 1933 Ford Roadster Streeted to a 1966 Mustang convertible.

Most of Houle's business does not come from museum visitors but from advertising in four trade publications and the company's website. Houle owns about a third the cars on the lot, and sells the rest for car owners for a fee.

Houle also helps run a new block of cars on the lot and sells, the rest for car owners for a fee.

These days Houle, in association with another car dealer, plans to capitalize on his success by opening a vintage automobile museum in San Diego.

And with more business than Houle can handle, he is looking for someone interested to own the business at full time work and a knowledge of cars.

"They [retirees] have a wealth of knowledge to share," Houle said.

Education, Houle realized, he could make more money organizing classes himself. He used the office space to teach a one-day class for $125 per person on all major aspects of building a car.

"I felt it was something I could offer the car industry and make a profit at," Houle said.

An obsessed child

Multimillion dollar businessman Houle built his first car when he was 12.

Restoring a Ford Model T" became the natural result of a fascination with cars that had been brewing in Houle as a child.

"I just knew I wanted to do something with a car," Houle said.

His father was a carpenter who gave the 12-year-old access to many of the tools he needed for the job of cutting and shaping the top of the car, installing a Chevy V-8 engine and making other improvements.

Although he was fascinated with cars, Houle held other jobs before launching his career in vintage automobile sales. In his last job, he worked as a detective for the state Department of Corrections.

Working out of his Victorian home in Highland in 1991—where he still lives —Houle officially started Victorian House Vintage Auto Sales while employed by the state.

But he soon learned he lacked the time to do both, and quit counseling for good that year.

These days Houle, in association with another car dealer, plans to capitalize on his success by opening a vintage automobile museum in San Diego.

And with more business than Houle can handle, he is looking for someone interested in running the business on a part-time basis or part-time work and is knowledgeable about cars.

They [retirees] have a wealth of knowledge to share," Houle said.
Computer/Software

MICROSOFT Kisses Up to Mac Users
by Kevin Lamb & J. Allen Leinbeinrger

I bring some bias to this review as I have been a Microsoft Word and Excel user for more years than I would like to admit. I never found a reason to stray. Even the infamous Word 6.0 debacle was not enough to get me to switch to Claris or Word Perfect, though I admit I did try and went back to the venerable and sleek Word 5.1.

So it was with resignation that I installed the new behemoth, Office 98. Besides, my Excel version was old and creaky, too, and I had read the pre-release hype that trumped an extra cool version of this grandaddy of spreadsheet programs.

Well, did I like it? You bet! I left it installed! Yes, yes... in fact, I am writing this review with Word 98 and I really do love it.

Getting started
I do not believe I have ever started a review by touting "the Office" but the installation procedure is elegant. I cannot resist.

Talk about easy, and easy is what I find with a behemoth like Excel. For just about everything that requires numeric tabulation. Call me old fashioned, but I don't even use Quicken for accounting. I am just a die-hard Excel guy.

I also make a lot of mistakes when using the program's formulas. Well, this version actually makes corrections for me if I make a formula error, or even a spelling error. Excel knows what I was attempting to accomplish or spell and makes the adjustment for me.

For occasional users of Excel this is a critical feature. It means you don't have to get out your instruction manual every time you want to figure something out.

Excel also gives me a much greater selection of chart types. Now my client presentation documents have a new, enhanced look. I can also share my spreadsheets with my business partners. Once I have a chart they only have to make changes which appear in different colors, and the person who made those changes can have their name appear in a pop-up balloon.

My two favorite things about the new Excel:

• Wow, instant linking!
• Can you say instantaneous?
  • And hooyay! The greatest feat of them all — I can manually adjust the dotted lines in Print Preview to make sure my whole document prints just the way I want it.

About the latter of these two, for those frustrated by Excel's penchant for printing multiple pages on what appeared to be a single image document, salvation has come. Rather than having to come out of Print mode and re-create a small section of the original document, or having to change margins, or worse, printing at less than 100 percent, you can drag the dotted lines in Print Preview and Excel will, if physical­

Get started

Word

I am not an Excel power user. I do not crunch giant reams of numbers and project spreadsheets for Excel's love. What I do want is Excel for just about everything that requires numeric tabulation. Call me old fashioned, but I don't even use Quicken for accounting. I am just a die-hard Excel guy.

I also make a lot of mistakes when using the program's formulas. Well, this version actually makes corrections for me if I make a formula error, or even a spelling error. Excel knows what I was trying to accomplish or spell and makes the adjustment for me.

It is a good last but not adding or deleting cells is automated. They slide into and out of place and they make noises. I like it.

Word

As mentioned, I am a Word 6.0 devotee. I have been using it for 5 years now. So going from 5 to Office 98 is like going from an old Jeep to a Land Rover. The changes continued on Page 14
People, places ... continued from Page 11

new set up at Rancho Mirage.

PAS Services will continue to serve a wide variety of clients at its new location, 29941 Kenos Road.

Shelby Drummond and Patty Sementar, president and vice president, respectively, have financed their employee leasing company in the desert community. Employee leasing companies are on the forefront of providing businesses with tools to grow and succeed.

UCR Presents Distinctive Service Award to Dean of Education
University of California, Riverside, has awarded Irving G. Hendrick the Distinctive Service Award from the UCR Alumni Association.

Hendrick was recognized last month for his service to higher education school, which enrolls 130 teaching credential candidates and 200 master’s and doctorate program students each year. It was through Hendrick’s leadership that the school established the Comprehensive Teacher Education Institute, which was named the nation’s most distinguished program in teacher education in 1997 by the Association of Teacher Educators and the California Educational Research Cooperative.

Valley Health System Purchases Interest in Hemet Global Services, Appoints Chief Medical Officer
Valley Health System’s board of directors has voted to exercise the option to acquire an additional 13.32 percent of physician management services organization, Hemet Global Services LLC. Valley Health interest will be 43.32 percent. Purchase price for the 13.32 percent is $4,520,400.

In February 1997, Valley Health and Dr. Kali Chaudhuri had formed the limited liability company to provide administrative services to medical groups. Also, John P. Lauri has been appointed CEO of Valley Health System by the board of directors.

Lauri will also act as CEO of Valley Health Care Management Services LLC; a newly-formed management services company owned by Valley Health System and KPC Global Inc.

San Bernardino Mayor Appoints Director of Marketing
Santa Claus has been appointed director of marketing and public relations for the city’s new family health center.

She will be responsible for the day-to-day operation of the health center, which includes 23 staff members, several employees, consultants and 10 resident physicians.

Robert E. Jacoby has been appointed administrative director of the hospital’s new family health center. He will be responsible for the hospital’s new family health center.

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**Microsoft**

continued from Page 10

are overwhelming. I suppose I should talk about the "help" feature. Help is animat-

ed. You either get a baby Macintosh computer or a tuxedo’d butler to

keep watch on your work.

This cutey QuickTime file sits to the side of your document and watches while you work. If you make a blatant error, the assistant (or on-document colored underlin-

ing) tells you that you have probably goofed.

If you, or those who do something to a clumsy or technical man-

ner, the assistant will offer sug-

gestions.

Wind Art is a revelation to me. I can choose to grab up my docu-

ments with a side-program that lets me bend and skew fonts as well as add colored textures, shadows, drop shadows and dozens of other effects.

I formerly used a stand-alone program to do this. Now I can throw it away. And Word Art design is importable to other programs like PageMaker.

Briefly, other features are WYSIWYG style menus for font choices, which display name, size and color. Other flagging features are automatic underlining of spelling and grammar errors (dif-

ferent colors to differentiate).

Spelling errors are easier to fix in Spell Check, too. The actual context of the error can be repaired in "real time" instead of a cut-out box, as I had become accustomed to.

With "on-the-fly" editing, Word automatically corrects as you type. The Word package is thorough and fast. You can enable or disable as much as you need or do not need.

In fact, the whole program is customized. If you do not care for what the defaults inter-

face offers, you can customize everyting: toolbars, menus, even commands.

And if you are still a Word 5.1 user, this version of Word renames Word 5.1 menu bar to help you acclimate to Word 98 gracefully.

A major line here is that there are so many new and satisfying fea-

tures, you simply have to use the program to appreciate it.

Extra

I found myself wondering how Microsoft got so much information on our CD-ROM. You get a tour of the Word 98 features. You get Outlook Express. You get Microsoft’s infamous. Web browser, Ie and more.

Update/downsize

But if you are still in the coffin for DOS users. If Apple has not forced you into the PowerPC world yet, then Microsoft will. You have to have a PowerPC to run this program.

And, it better be fast and it bet-

ter have a ton of RAM. Reality dic-

tates that you should be a G3 owner to really make Office 98 happy. I was running the Beta Beta with Word 5.1 eating up a couple megabytes of RAM.

Get ready to give Word 98 a full 9 MB. If you use RAM Doubler to circumvent the memory require-

ments, you’ll have to update 2.0 or buy the newest version.

On the upside, you get a fully integrated, multi-platform friendly pro-

gram. Office 98 is more Mac-like than anything Microsoft has ever made. If you are a stand-alone Word, Excel user, you will not regret buying the program.

If you are registered Office 4.2 user, do not hesitate. Upgrade today. This may be the neatest thing Microsoft has ever done for you. List price on the upgrade is $299, less via mail order.

Kevin Lamb is senior partner of

QuinnLamb Media and a long-time Macintosh operator.

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**BIG EMERGING MARKETS Focus of U.S. Exporters**

by Susan Thomas

The economic future of the United States depends on suc-

cessfully competing in the rapidly changing world economy, U.S. Department of Commerce analyzed the world economy and determined the greatest export opportunities are in countries defined as big emerging markets (EBM).

By the year 2000, these coun-

tries are expected to account for the same value as our exports to Japan or the European Community and currently accounting for the bulk of our trade. By 2010, exports to these countries are expected to exceed exports to Japan and Europe combined.

The EBM’s have been defined as Chinese Economic Area (China, Hong Kong and Taiwan), ASEAN countries (Brunei, Malaysia, Philippines, Singapore, Thailand, Indonesia, Vietnam), India, South Korea, Mexico, Brazil, Argentina, South Africa, Poland and Turkey.

Argentina is the richest country in Latin America and represents a model of economic reform and vibrant market economy.

The Association of South East Asian Nations (ASEAN) was established to promote political, economic and social cooperation among its seven member countries. ASEAN countries represent a mar-

ket of more than 300 million con-

sumers.

Brazil is one of the largest economies in the world and South America’s dominant economic force. Brazil is the third largest U.S. product market in the Western Hemisphere.

The Chinese Economic Area is the fourth largest market for U.S. exports and the seventh largest economy in the world. India represents untapped potential for U.S. goods and services. India has a growing middle class, and 200 million Indians have annual incomes comparable to those in the United States.

Mexico is the second largest trading partner of the United States. The growth of the Mexican market has accelerated because of its close association with two of the world’s most important industrial economies: the United States and Canada.

Poland has one of the fastest growing economies in Europe, with a government committed to continuing market reform and to providing a light political and eco-

nomical infrastructure for a thriving market economy. U.S.-Poland bilateral agreements have created an expanding, stable economy for U.S. companies doing business in Poland.

South Africa is the most advanced and productive economy in Africa. South Africa is expected to experience an economic boom in the next few years, generating higher disposable income and sus-

tainable economic growth.

South Korea is the 13th largest economy in the world with 45.5 million Korean imports come from the United States.

Turkey, the most significant market in Eurasia, has a population of more than 60 million and a gross domestic product of $220 billion in purchasing power equivalent. Increasing exports to Turkey could create an additional 200,000 U.S. jobs.

All EBM’s represent excellent long-term prospects for U.S. exporters because of large territories, significant political influence in their regions and economic growth that spills over into their respective geographical areas.

Their large populations create massive demands for infrastructure products and consumer goods. EBM’s have undertaken significant economic policies that contribute to faster growth and expanding trade investment with the rest of the world.

President Clinton announced a policy of establishing long-term partnerships with EBM’s that fuel growth, new jobs and higher growth.
The Art of Advocacy in Mediation
by Lázaro E. Fernandez

Mediation is unique among the various dispute resolution mechanisms because it is the parties, with the help of a mediator, who craft their solution to their problem. No other dispute resolution system allows for this.

If you have ever participated in a mediation, you know that advocacy in mediation requires different skills than advocacy at trial. In many ways, a mediation differs from trial because you are working with different players, playthings and processes.

Instead of a fact-finder, such as a judge, there is a mediator who manages the three-way negotiating settlement process. In a mediation, the primary "plaything" is not tangible, it's information. A key element of the process is negotiating for information, and new information can often close a settlement gap.

Now suppose you become involved in a mediation, either for a personal cause or as a company representative. Use the following to enhance your role as a mediation advocate by putting a few of these pointers into practice.

Take an active role: design the process. You should carefully select the mediator. Make sure neither of the parties or sides have any conflicts of interest. Next, schedule a full day for the process; do not make dinner plans. Walk in prepared for your best mediator's time as well as the other strengths and weaknesses of the other side.

Know your monetary and non-monetary limits. If more authority of either type is needed, can you reach the decision-maker by phone on short notice? Make sure you file a brief position paper with the mediator. Use attachments, exhibits and key documents. Be brief, frank and persuasive.

Protect your personal confidentiality or trade secrets and customer lists by signing an agreement to mediate with a confidentiality clause. Use documents and exhibits that speak louder than words. Bring a draft settlement agreement to the mediation so it can be signed by all required parties if a settlement is reached.

Set a friendly, cooperative, but persuasive, tone, and be cordial but not too formal. Do not antagonize your opponent, they will not listen to you if they attack them, and you cannot settle the case without their agreement.

Remember to write or outline your opening carefully, and then set it aside. This may be your only extended opportunity to speak to the other side and impress them with your commitment to the case at hand as well as your preparation.

Do not be afraid to ask questions. Your opponents have information that may be useful to you in assessing their interests and the strengths and weaknesses of the case. This information will allow you to better analyze the solution to the problem or at least move closer to a resolution.

Remember to focus on interests, not positions. Base your offers on benchmarks (e.g., lost wages plus relocation expense). You should be hard on the problem, not the people.

Your client will need to talk, but decide in advance whether in joint or caucus sessions. All clients usually need their day in court. Mediation is different.

Even if you cannot resolve the problem in its entirety, you may be closer to a resolution; and if that is the case, then the mediation was valuable.

Lázaro E. Fernandez is a partner in the downtown Riverside law firm of DesJardins, Fernandez & Smith LLP.

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Emerging Markets...
Continued from Page 15

The book contains directories of over 1,000 companies in Inland Empire, covering industries ranging from manufacturing, retail, and finance to legal services, engineering, and technology. It offers valuable insights into the business environment and provides a comprehensive list of companies operating in the region.

E-mail addresses are included for each company, making it easier to connect and build relationships. The book also contains key information such as company size, years in business, and contact details, enabling readers to identify potential business partners or vendors.

The book is available for purchase from the Inland Empire Business Journal website or through local bookstores. It is an essential resource for business owners, entrepreneurs, and professionals looking to expand their networks and explore emerging markets in the Inland Empire.
Getting the Most Out of Training Technology

by Peta Person

Managers in fast-paced business environments where markets or service demands change all the time face a huge challenge to continuously improve employee performance while achieving better business results. They are learning not to hire for static job specs but instead for core competencies. But as a result, employees' skills sets require continuous reskilling, "skilling," tweaking, etc. Self-reliant in career development and benefits management, employees log on to find job openings, alter a 401K, track a dental bill or change personal data.

More and more companies are setting up user interfaces to make it a short cyber hop over to the training departments where you can drive your own training.

As we automate and more self service technology becomes available to diagnose, deliver and track what learning an individual employee needs, the role of the training department becomes more that of a traffic cop, pointing the way to approved training resources and killer applications. These resources provide training "bits" on demand — real-time targeted training, delivered without the traditional staffing requirement — "bits" instead of "Needs" in chains.

Today's business results are being measured in precise return-on-investment terms. Managers have to capture data on how effective each training expense really is, and mastering the technology that supports this is critical.

To be a good resource to your people, you've got to know what's changing in the training industry as it relates to technology. Here are some of the trends:

Marriage between companies

The cohabitation (or marriage) of content and technology companies is the biggest trend. At the recent national convention of the American Society of Training and Development (ASTD), many newly aggregated technology solution vendors seemed to fall into three categories: 1. Front line companies formally joining together (even long-time competitors are now part of one company), 2. Strategic alliances of compatible companies who cross refer business, and 3. Alliances of access where the base technology is too expensive to develop for companies who sell unique content so they partner with technology-only companies to deliver their content to the client.

Virtual education

Currently ASTD estimates that there are more than 275 vendors building content programs (team building, conflict resolution, assertiveness, customer service, diversity, finance, etc.) for delivery on corporate networks. The companies who lead in legally defensible technology are few, and they have begun delivering delivery platforms for all sorts of content. According to ASTD, 83 percent of large companies have an objective to implement online learning next year. Whether it's live, instructor-led, or self-paced, asynchronous or collaborate learning, training products have to be easy to use, flexible and online in environments that are web browser based and full of compelling multimedia approaches — anywhere, anytime training.

Interactive resume

By 2001, the industry predicts that every employee will conduct the bulk of their HR and training transactions online, and these systems will help managers make strategic decisions about people. The expectation is that every employee will be able to build a portfolio of learning and accomplishments — sort of an interactive resume — which displays the employee's contributions and capabilities. As a retention strategy it works more powerfully than giving individuals control over their own workplace design.

No packaging

Packaging is irrelevant. As virtual products and services become the norm, a training solution no longer has to be well-packaged or, as they used to say, able to fall on your foot. Now the trend is toward no package.

Paper is not dead.

You may have noticed that web-delivered training contains more imagery and less verbiage. But there is a ton of paper-based advertising accompanying most of it. People still need paper-based cues or pointers that tell us where to go in the virtual world to find the content we're looking for. In fact, these electronic times offer some surprises. There's a rather serious study by paper company Georgia Pacific, which reports that 70 percent of e-mail receivers print out parts of their e-mail, and 40 percent print out most of their e-mail. In fact, when e-mail is introduced into a company, the use of paper jumps an average of 2.5 percent! So most of the virtual training material will also be able to be printed out.

Redefining relationships

As training technology is redefining the relationships between managers, the company training staff and the information technology folks. All are being asked to help with what are really allocation issues. There are scarce resources in every company to provide information and measurement. Yet the potential of such metrics is in the whole new level of organizational intelligence with a specificity that can be scary unless you do something with it. Given that managers say they haven't time enough to meet their own business objectives, the irony may be that the net gain from technology in disposable time is zero.
Entrepreneur of the Year

Who can submit a nomination?

Anyone who is associated with a successful entrepreneur can nominate a candidate. This includes spouses, customers, colleagues, bankers, attorneys, employees, vendors and entrepreneurs themselves.

The nomination process requires only the completion of the nomination form. Nominations are generally accepted from January through April.

The nomination form includes questions about the entrepreneur’s business, including its financial performance, management style, and impact on the community.

Award announcements

Each regional competition culminates in June with a black-tie banquet highlighted by a presentation of award recipients. Regional award recipients are then inducted into the Entrepreneur Of The Year Institute at the annual international conference, which will be held at the Palm Springs Convention Center in November.

Benefits of Entrepreneur Of The Year

Entrepreneur Of The Year finalists and award recipients benefit from local, regional, and national media recognition. In addition, they gain exposure in the excellence of their companies, the honor is beneficial in marketing and public relations efforts.

The program is a national one, and nominees can be from any city across the United States. The awards are judged by a panel of judges from various industries, including manufacturing, technology, and finance.

The Entrepreneur Of The Year award recipients receive a blue ribbon, an independent national panel of judges selects the Entrepreneur Of The Year award recipients in several award categories from among the regional award recipients. National award recipients and finalists are then announced and honored at the international conference. One of these awards recipients will be named Entrepreneur Of The Year.

The Entrepreneur Of The Year event features the award presentation, keynote speakers, and networking opportunities.

And the winners are...

Johny Thomas knows a lot about farming and agriculture. After all, he was once a farm boy in California.

Utilizing this home-grown experience, Thomas incorporated a company, AgriBioTech Inc., with a focus on developing and commercializing emerging technologies in agriculture. In 1994, AgriBioTech is a forage and grass seed company that sells in the United States as well as overseas. As key customers for AgriBioTech are livestock farmers, horse owners, parks and golf course managers.

The company’s strategic approach to forage and turf seed is a $1.1 billion industry, built up mostly by “mom-and-pop” organizations. AgriBioTech’s strategy is to consolidate business through aggressive acquisition and introduce the latest in biotech technology to its customers.

The company is a leader in the forage and grass seed industry, and its products are known for their quality and consistency. The company’s goal is to become the nation’s leading provider of forage and grass seed products.

Distribution

Inland Empire Entrepreneurs Honored with “Oscars”

Gartner founded Gartner Hort in 1976 at the age of 17. Using a combination of technology, mechanics, electronics, plastics, and art, Gartner began creating human and animal figures in his garage.

Gartner’s early efforts at promoting the attention of Disney’s top engineers. But Gartner refused a job offer from Disney and decided to pursue a business of his own. Today Gartner Hort Productions is known throughout the world as a leader in creating unique and innovative animation-specific effects. Animation artists are combined with computer technology, mechanics, electronics, plastics, and art to create the illusion of movement.

The company is currently developing walking figures, interactive among characters, and animating more human-like creatures.

Entertainment Of The Year, a highly successful program, showcases the achievements of successful entrepreneurs.

The Entrepreneur Of The Year program was launched in 1986 by Ernst & Young LLP in 1986 in Milwaukee, Wisconsin. The program has become a recognizable symbol of entrepreneurship, hard work and perseverance.

Currently, the Entrepreneur Of The Year program is available in 37 cities across the United States and 10 countries internationally.

In conclusion, the Entrepreneur Of The Year program is a great opportunity for entrepreneurs to showcase their achievements and gain recognition in the business community. The program is open to entrepreneurs of all ages and backgrounds, and is a great way to promote entrepreneurship and support local businesses.

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Local Company Booms in Mexico No Thanks to NAFTA

Questions asked by Mathew Padilla of Donald Furness

Trade with Mexico is booming, especially for Southern California-based companies.

In the first quarter of 1997, Mexico imported $2.3 billion in capital goods made in America, a 35.7 percent increase over the same period last year, according to Jon Walz, senior vice president with John Burnham & Company * ONCOR International, a commercial real estate financial services firm serving the United States and Mexico.

And in a single year, 1996, California exports to Mexico grew by $2.6 billion to $9.1 billion.

Walt said that 521 U.S. companies have facilities in Mexico, and 46 of those are headquartered in the Inland Empire. The Inland Empire companies benefit from the proximity to the border, the transportation networks — such as major interstates and railways and the border crossings — that bisect the region, and the ample labor pool and affordable housing in the area.

And the easing of export taxes and trade restrictions as a result of NAFTA have helped fuel economic growth in Mexico and industrial and distribution expansions in the Inland Empire.

But some companies in the region that have facilities in Mexico have benefited more from other Mexican trade laws than from NAFTA. The Inland Empire Business Journal asked the CEO of one of those companies, Donald F. Furness, what has fueled the growth of his company, Advanced Engineering and Molding Technology, in Mexico.

Q. What facilities do you have in Mexico?
A. We have two manufacturing plants in Mexico. One is a molding plant that produces custom molded, and the other is an assembly plant. One of our products you go by every day, which we assemble in Mexico; those are signal lights at intersections. We mold the product and assemble it down there and then ship it to the customers.

Q. Where are the plants in Mexico?
A. They are in Tecate, about 30 miles inland from Tijuana.

Q. How has your business been affected by NAFTA since it was passed in 1993?
A. It really hasn't helped us whatsover, because we are in a Maquiladora. The stuff that we brought in and shipped out of Mexico was not taxed [before NAFTA]. For anybody that has a Maquiladora down there, NAFTA has not done anything of great issue.

Q. Define Maquiladora.
A. It is a tax-free entity that the Mexican government lets you set up in Mexico. You are exempt from import-export taxes, but you have to keep track of everything you take in and everything you ship out.

Q. How are current economic conditions in Mexico affecting your business?
A. They are not affecting our business because we do business mostly with American companies and foreign companies. The two biggest advantages you have in Mexico are that you can make the product for about the same as you can.
Local company booms ...

would in the United States and you just transfer it from one Maquiladora to another.

Q. You say the cost of production is about the same as in the United States, but isn't labor cheaper in Mexico?

A. Labor is the only advantage you have. All of the electricity is received from the United States, so the electricity is more expensive then it would be in Riverside, Mexico. There has very few generating plants.

Q. How do labor costs compare between the United States and Mexico?

A. Labor is about 300 pesos a week, and it's nine pesos per dollar.

Q. If the total cost of production is about the same as in the United States despite such low labor costs, why do you have two plants in Mexico?

A. Because our customers want them in the same place. They don't want to import from the United States and have to export it again.

Q. What percentage of your customers are in the United States?

A. As far as the molding is concerned, maybe 40 percent are in the United States, and the balance are Maquiladoras. One of the companies we work very closely with is Hasbro. They are the second largest toy manufacturer in the world, I think. And we do some panies we work very closely with is Maquiladora.

Q. So they are buying less from you because they are selling less?

A. That's right.

Q. By 2001 a much higher percentage of components and materials used in the assembly process must be made in North America in order for firms to participate in NAFTA. Will these changing NAFTA regulations affect your business?

A. No, not really.

Q. Are you planning to expand your facilities in the Inland Empire or Mexico?

A. Mexico.

Q. Will your company be expanding soon?

A. Probably by the end of the year.

Q. And what factor or factors are driving that expansion?

A. Additional firms going down to Mexico for the cheap labor.

Q. Is there anything you would like to add about doing business in or with Mexico?

A. Sometimes it can be very frustrating doing business in Mexico. Their laws change so rapidly that you have to have one person keeping up with it all the time.

SaveTel Offers Cheap Calling to Mexico

SaveTel Communications recently began offering a pre-paid calling card to Mexico as part of a company-wide strategy to offer the lowest industry pricing available for long distance calls originating from California.

The Mexico card offers rates ranging from 12 cents per minute to 26 cents per minute, and is available in $10 and $20 units.

The big picture

The company has recently formed a new program, provisioned by one of America's largest carriers, under which rates have dropped to an all-time low, according to company officials. Calls from California to any other of the contiguous 48 states are only 7.9 cents per minute. Calls within California are just 4.9 cents per minute.

These same low rates apply to toll-free numbers. Anyone switching to this new plan can include their existing 800 service or receive a new incoming toll-free number at the same discount 7.9/4.9 cent rates, with no minimums or recurring monthly fees.

"What makes this program such an exceptional value," says R. Neil Ingram, vice president of marketing, "is the total lack of hidden extras typically charged by other programs. For example, there is no contract or term-commitment, no monthly minimums, no sign-up fees and no recurring monthly charge..."

And SaveTel doesn't round up, charging for a minute for the few seconds over the last minute used by a caller.

"Being charged by the full minute is like pumping 10.1 gallons of gas into your car and paying for 11 gallons because the service station has a policy of rounding up to a full-gallon figure," Ingram said.

To receive additional information, call (800) 318-1510 or visit their website at www.savetel.com.

Inland Empire Benefiting...

Looking ahead, the significance of exports to regional and local economies should not be underestimated. Export companies generally pay higher wages, have higher productivity and grow faster than nonexporters. Economists predict that 50 percent of future growth of the gross national product will come from international trade. As this occurs, Southern California, and the Inland Empire, in particular, are well positioned to benefit.

Jon Waltz is a vice president of consulting services at John Burnham & Company, ONCOR International, specializing in commercial real estate financial services including mortgage brokerage and investment sales both in the United States and Mexico. Burnham is a leading Southern California real estate firm offering corporate services, capital markets, advisory and consulting, asset services, brokerage and leasing, and development and construction management.

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John Burnham & Company

Real Estate Services
ADVERTISER

Where Are All the Workers?
by Stephanie DePre

With more and more companies turning to employment services, the
Interland agency is critical. With unemployment continuing at record low levels, companies find themselves in the unusual position of having to search high and low for qualified employees to fill positions. More jobs are going unfilled or remaining vacant for much longer than normal.

As a result, companies are starving for skilled employees and having trouble retaining them. According to the U.S. Bureau of Labor Statistics, employers in the second quarter of 1998 were looking for 1.2 million workers, up from 1.1 million in the first quarter.

A great employment service works hard for the job-seeker, but it also wants to hear about what they do to attract and retain the most highly qualified applicants.

Look for a service that provides comprehensive career development services to help people find the best recruiters in the market. You should also decide who will be paying your account. Is it the person you’re talking to, or is that decision left to your service provider? And make sure your account information is passed along to an employer in a timely manner.

One of the most efficient ways to ensure you’re signing on with a quality agency is to ask around. If you’ve used a service in the past, it can be a very powerful tool in selecting a service.

Make sure you provide sufficient references for them if you ask for them, but call upon these only as a last resort. If you mention them, make sure you can truly provide good references. Why? Because that’s how the agency’s reference list!”

And, ask around among your colleagues and friends. Find out what services others have used. You should certainly ask what kind of experience the agency provides, but more importantly, ask about what kinds of results you can expect. The agency’s experience can tell you how well they service your clients.

You can learn a lot about a service by the way they deal with problems and complaints. Before committing, you need to feel confident that no matter what’s going on, your service will work for you.

Will you know if they’ve missed the right workers? If you have the skillset of the people they send you. Are they making good matches, on both skill levels and personalities? Are they a partner with you, your service will work for you.

You will find if you have chosen the right service by the quality of the candidates they send you. Are they making good matches, on both skill levels and personalities? You are a partner with you, your service will work for you.

The right people can save you time and money and frustration in the hiring process, and it can save you hours of your day as well. Your company will see the right people and it will save you hours of your day as well.

Don’t confuse low prices with high quality. Low prices can mean low quality. Low prices can mean low quality. Low prices can mean low quality. Low prices can mean low quality. Low prices can mean low quality.

In most cases, low price services will guarantee success. Low price services will guarantee success. Low price services will guarantee success. Low price services will guarantee success. Low price services will guarantee success.

The right price is right for you by asking a few questions. With the right price, you can get the right people for a job in a fraction of the time. Look for a service that provides comprehensive career development services and ensures you get the best recruiters in the market.

If you need assistance in finding the right price for a job, a fraction of the time is taken using conventional employment methods.

“Our phones are ringing off of the hook with clients desperate to fill positions,” Lisa Kosienski says.

As a branch manager for AppleOne Employment Services in Rancho Cucamonga, Kosienski deals with a variety of industries. If they talk about their guarantor or their pricing, hang up the phone. Low prices do not mean great value. In this tight marketplace, you can separate the staffing experts from the rest by testing their commitment to their clients.

A great employment service works hard for the job-seeker, but it also wants to hear about what they do to attract and retain the most highly qualified applicants.

Look for a service that provides comprehensive career development services to help people find the best recruiters in the market. You should also decide who will be paying your account. Is it the person you’re talking to, or is that decision left to your service provider? And make sure your account information is passed along to an employer in a timely manner.

One of the most efficient ways to ensure you’re signing on with a quality agency is to ask around. If you’ve used a service in the past, it can be a very powerful tool in selecting a service.

Make sure you provide sufficient references for them if you ask for them, but call upon these only as a last resort. If you mention them, make sure you can truly provide good references. Why? Because that’s how the agency’s reference list!”

And, ask around among your colleagues and friends. Find out what services others have used. You should certainly ask what kind of experience the agency provides, but more importantly, ask about what kinds of results you can expect. The agency’s experience can tell you how well they service your clients.

You can learn a lot about a service by the way they deal with problems and complaints. Before committing, you need to feel confident that no matter what’s going on, your service will work for you.

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M

A few people start their business in my accountancy firm. Dennis started his business in 1978 in someone else's garage, by running converted garage in Upland from the wife of a deceased accountant.

Dennis Decauwer is the senior partner of GYL Decauwer, a 23-person firm that includes four partner and nine CPAs.

Dennis credits his ability to be a business advisor in addition to performing more traditional CPA roles such as tax preparation and tax planning.

"Over the years, I have helped businesses focus on becoming bigger and better by identifying needs and installing systems to measure revenue growth, customer retention, efficiency and, of course, profitability," Decauwer said. "As a results-systems-trained advisor, I pride myself in being able to think "outside the box" and try to look at businesses the way customers do.

The firm has grown from a staff of three to 10 team members. The firm focuses on providing accounting, tax and consulting services to retail and service businesses, nonprofit organizations, farmers and individuals.

Burr knew when she was 14 that accounting was her career goal. The idea of numbers and working with finances sounded like a challenge. As a junior in high school, she took an accounting class taught by a CPA, and with his encouragement, completed two years of school before she was hooked.

The CPA manages the financial accounting, business management, and development, and the system to support the firm's clients. Her partner, Fox, manages the tax planning and tax compliance issues. They believe in working closely with their clients that services their clients need, and encourage their team members to develop their skills in areas that interest them.

The firm has a philosophy of supporting community organizations by being involved. Burr is very active in Riverside East River and Riverside Community Health Foundation (currently CFO) and the YWCA of Riverside (currently president-elect). In 1996, she was named a YWCA Woman of Achievement in the business division, and in 1994-1995 was voted Rotarian of the Year.

What she enjoys most about her work is the people. Watching businesses grow — their firms and their clients — is one of the most exciting things that she has ever done.

A CPA Firm: Your Key to a Good Loan

by Patricia L. Gilbreath

Financial institutions are becoming more flexible in their lending standards and guidelines for issuance of financial reports. Those standards and requirements for disclosure are mandated by the American Institute of Certified Public Accountants. Financial statements are submitted to a lending institution with a "cover opinion" letter from a CPA firm. That fact alone indicates that there have been professional standards used when preparing the statements.

Lending institutions rely on those standards to have assurance that the reports submitted are based upon those standards.

There are several opinion letter types which may be used by financial institutions. The three most common types of opinions are compilations, reviews and audit reports. The opinion letter gives a level of reliance on the financial presentation and the manner of presentation and the amount and type of work provided by the CPA firm. The compilation report is based upon the least amount of work being provided by the independent accounting firm.

The next report is a review and the top level of assurance could come from an audited opinion. The audited opinion requires a CPA firm to perform auditing services adequate for the purpose to assure that the financial statements properly reflect the financial condition of the company.

Financial statements should represent a clear picture of the company's income from operations and the balance sheet which reflects current financial conditions. The preparation of financial statements is a key to a good loan.

continued from Page 27

Dennis E. Decauwer

Dennis Decauwer is the president of Fox and Burr CPAs, a professional corporation that he co-founded with Shelley Fox in 1992.

The firm has grown from a staff of three to 10 team members. The firm focuses on providing accounting, tax and consulting services to retail and service businesses, nonprofit organizations, farmers and individuals.

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Consulting Means Big Bucks for Accounting Firms

by Debra L. Burr

The country is in a period of economic growth that is creating a great deal of change in business. The biggest factor in the economic boom has been the advances in technology. As the means to capture data, to improve communications and to increase productivity improve, businesses are realizing that they need consulting services to help them benefit from the changes that are occurring.

Business owners are recognizing that the cost to invest in consulting services is outweighed by the benefits and the profits that result.

Providing business consulting services to small businesses represents a large market opportunity — CPAs are well positioned to gain a substantial portion of that market.

CPAs already have established relationships with small businesses, with first-hand knowledge of their strengths, weaknesses and goals. Small business owners already rely on their CPAs as their most trusted business advisors. The owners give their accountants access to sensitive business information and frequently ask them how they can cut costs, increase margins and improve profitability.

This provides CPAs with the unique opportunity to leverage their roles as trusted advisors. With their wealth of business knowledge and their ability to quantify, they have the unique combination of skills that business owners desperately need to help them effectively manage and grow their businesses.

Consulting is a diverse market, with opportunities to provide consulting services in areas of information systems (computers), marketing, internal operation controls, performance measurements, human resource management, finance and general management.

The changes in technology and growing business opportunities have had an impact on CPA firms as well. Over the last few years, CPA firms have seen no growth in revenues from their traditional accounting and auditing practices, and their tax practices are only growing slightly.

The marketplace has become increasingly competitive, with American Express, HR Block and others establishing competitive markets in the low end services. Technological advances and the decreasing cost of accounting software means that clients are bringing their accounting in-house. In addition, business owners are demanding more direction with their businesses.

With all these changes, we find that CPAs today must shift their focus towards helping clients develop and manage their businesses and not just provide the traditional accounting, auditing and tax services.

As accountants apply their skills toward providing consulting services for their clients, three things will begin to happen:

1. Clients will have better information to run their businesses with.
2. They will be better prepared to attain desired goals.
3. Their perception of their accountants will shift from that of a scorekeeper to more of a coach.

By developing skills and providing consulting services for clients, we offer a better value and a higher quality of services to the client, meeting their business needs on a proactive basis.

As clients receive more value from their relationship with their CPAs, fees will increase accordingly.

Improving the client's business opportunities has a direct impact on the CPA's business operations. As the client's business grows, so does the CPA's business, increasing opportunities to provide additional consulting services.

This creates a win-win situation in the new relationship with the client, with both increasing profits and business opportunities. And unlike traditional accounting, auditing and tax services, consulting services are a market that is wide open and waiting for the CPA to take the opportunity.

Debra L. Burr, CPA, is the president of Fox and Burr, CPAs.
Public Relations Firms in the I.E.

Company Name Address	City, State, Zip	1997 Gross Income	Island Empire Companywide	# of Employees Island Empire Companywide	# of Offices Island Empire Companywide	Year established Island Empire Companywide	Top 3 Clients	Specialties

ABC Communications
290 Backwoods Dr.
Riverside, CA 92520
Riverside, CA

AL&J Advertising
17011 El Paseo
Palm Desert, CA 92260
Palm Desert, CA

Brown & Brown
11078 Anderson Ct.
Rancho Cucamonga, CA 91730
Rancho Cucamonga, CA

Chase Communications Group
300 Lasers Cres Dr.
Redlands, CA 92373
WND	4	1985	Ona, Os, Media Advertising
Redlands, CA

Consure Enterprises, Inc.
3400 Island Empire Blvd., #111
Ontario, CA 91761
WND	4	1992	Kelt Space & Technology, Inc., Tempar, Park & Spa Center of Redlands
Ontario, CA

DSP Communications, Inc.
2755 Westwood Rd.
Corona, CA 92879
WND	4	1991	Crown Broadcasting Co, Goodwill of Island Counties, Plasma
Corona, CA

Frank Wilson & Associates, Inc.
30 N Indian Canyon Dr.
Palm Springs, CA 92262
WND	2	1999	S. Cali Entrance Co., Cal, Desert Aire
Palm Springs, CA

Kaiser Goodall
225 S. Pinecrest Ave.
Palm Desert, CA 92260
WND	4	1993	Spotlight 20 Casino, Bob Hope Airport, Palm Springs Aerial, Palm Desert
Palm Desert, CA

M. Walker
10 E. Vine St., Ste. 212
Redlands, CA 92373
WND	2
5,000,000

Stansfield Marketing & Productions
201 El Camino
Palm Springs, CA 92262
WND	3	1990	Time Warner, Madison & C, Southwest Medical Plane
Palm Springs, CA

Stewart Bell Advertising
323 Island Empire Blvd., Ste. C-300
Ontario, CA 91761
WND	16	1999
Splitfire Sport Foods, Peak Performence, No Teach Tire Care
Ontario, CA

Stoora, Zielag & Metger, Inc.
30 N. Mission Ave., Ste. A
Ontario, CA 91761
WND	5	1978
Citizens Business Bank, Ontario International Airport, Opticon, Inc., Education
Ontario, CA

Uper Advertising & Public Relations Services
1225 N. Mission Ave., Ste. A
Upland, CA 91786
WND	12	1976
Citizens Business Bank, Ontario International Airport, Opticon, Inc.
Upland, CA

Upr Advertising & Public Relations Services
3125 N. Mission Ave., Ste. A
Ontario, CA 91761
WND	12	1976
Citizens Business Bank, Ontario International Airport, Opticon, Inc., Education
Ontario, CA

Company Name Address	City, State, Zip	1997 Gross Income	Island Empire Companywide	# of Employees Island Empire Companywide	# of Offices Island Empire Companywide	Year established Island Empire Companywide	Top 3 Clients	Specialties

Carolyn Hayes Uber
The agency's president

Carlyn Hayes Uber is the president of Uber Advertising & Public Relations in Upland. Uber founded the company 20 years ago, and today it provides a full range of marketing services to clients such as the Citizens Business Bank, Ontario International Airport, the Ontario Convention Center, Van Noss Water Gardens and the Drucker Center.

The company also takes many pro bono projects, such as the marketing activities for the recent Island Empire World Trade Conference. In addition to traditional and new-media advertising and public relations activities for its clients, Uber Advertising also has an office in Hong Kong, providing offshore printing for catalog and books.

The agency's publishing division, Dragstion Press, produces and markets nonfiction books. Recently the agency signed an agreement to provide consultation services for the San Bernardino County superintendent of schools.

A strong advocate of education, Uber's agency has an active internship program that provides university and college students the chance to gain valuable experience in the real world of advertising. She also has served as a panel member on the Women in Advertising symposium, presented by Platt College and the Island Empire Ad Club.

Uber's role in the community is also extensive, from supporting local charities such as OAPRC's Major Gifts Campaign, Upland's Partnership for Youth and the San Bernardino County Peace Officer's Memorial, to serving on such nonprofit boards as the Ontario Convention Center Advisory Board and the Island Empire International Business Association.

Patrick O'Reilly

Patrick J. O'Reilly is the general manager of Stoora, Zielag & Metger's Island Empire public relations office in Riverside. O'Reilly, a Riverside native, is very involved in business and political affairs in the Island Empire. He has served as an advisor to such companies as Lockheed Martin Corp. U.S. Waste Services and the Nature Conservancy.

His career experiences also include both national and international crisis management work, most recently for the Anthony Martinez kidnapping and murder tragedy in Beaumont.

Prior to joining the firm of Stoora, Zielag & Metger, O'Reilly worked with the Republican National Committee in Washington, D.C., and for Wall Street investor relations firm in New York.

Gregory B. Williams

Gregory Williams is the administrative director for marketing for Loma Linda University Health Systems, which include the Medical Center, Children's Hospital, Community Medical Center, Faculty Medical Group and Behavioral Medical Center. He has continued on Page 34
Deborah Mandabach

In Public Relations, Alliances Can Enhance the Bottom Line

by Kathy Sanders

Deborah Mandabach

Lakes, to be situated on Sierra Avenue between Highland and Citrus avenues.

The course represents the first step in the development of the $400 million Lewis-built, master-planned community of Sierra Lakes.

Lewisthe president of Lewis Homes Management Corp., the current schedule calls for the course to be planted next year. The 18-hole championship layout is being built by Lewis Homes of California, an affiliate of the Lewis Homes group of companies, based in Upland.

According to Richard A. Lewis, the president of Lewis Homes Management Corp., the current schedule calls for the course to be planted next year. The 18-hole championship layout is being built by Lewis Homes of California, an affiliate of the Lewis Homes group of companies, based in Upland.

Continued on Page 36

Work Begins on Fontana Golf Course for $400 Million Development

Grading is underway at a North Fontana site destined to become the first golf course in the city.

A summer opening is expected, which would result in initial move-ins by the end of the year.

Upon completion, 700-acre Sierra Lakes will comprise more than 2,000 single-family, detached residences ranging in price from the $130,000 to $250,000. A 100-acre business park, corporate center and retail row will also have been proposed. An elementary school accommodating 900 students is part

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Rich Get Richer, Number of Poor Grows and Middle Class Shrinks

For the second year in a row, Anti-spelling talent of O'Malley, the O’Malley family and Jeffrey Katzenberg is ranked $712 million a year ago. The rise in wealth is mostly attributed to a raging bull market.

This growth in income is not just restricted to billionaires. According to the Business Journal, the number of L.A. County residents in households

listed are worth $52.4 billion, up 47 percent from $35.5 billion in 1997. The average net worth this year is $1.05 billion, up from $712 million a year ago. The rise in wealth is mostly attributed to a raging bull market.

continued on Page 42

Inland Empire Facilities Mix Cops with Private Security

by Stacey Gullard

The next time you’re at a Quake game, you might notice a cop in a blue shirt.

Since 1993, Rancho Cucamonga Police Department has had a continuing contract with the Rancho Cucamonga Police Department to provide security for all sporting events. According to City Manager Jack Lam, the city council decided that a higher degree of security was needed for all sporting events.

And Lam said that the Quakes pay the city of Rancho Cucamonga $60,000 a season for police services. That amounts to 70 home games.

Using the police instead of a private security firm gives the city the flexibility of what Lam describes as “a greater degree of security.”

Lam said that while the city could rent a private security firm to patrol these events, no security guard could provide the same kind of crime deterrence as that of a police officer.

Lam said, “The general feedback has been very positive.”

According to Lt. David Lau, Rancho Cucamonga’s police department provides inside and outside security at all Quake games.

“Anytime there is an event in the city we’re involved in providing security,” Lau said. “I make the recommendations to the city on what type of officers should be used in such situations.

Lau said the rental fee for providing police security is $50 an hour per officer. At a Quake game, one duty of officers is to patrol the parking lots in order to prevent auto theft.

The police also provide security for graduation and sporting events at high schools, such as AltA High School and Rancho Cucamonga High School.

We provide both a presence and visibility to the public, and that deter a lot of potential problems,” Lau said.

And Lau said that unlike private security guards, police officers can

continued on Page 43
Christophcr Perez

Christopher Perez is co-owner and President of CSP Communications Inc., a public relations and integrated marketing firm in Coconino. With 32 years of public relations counseling experience, Perez brings a unique and versatile approach to solving communication challenges.

Since 1991, the company has delivered a vast number of services to a variety of companies, such as Coors Brewing Company, Goodwill Industries, Ontario Convention Center, and Economic Partnership Orange Blossom Festival American Wilderness Experience and Toyota Motorports.

Prior to CSP, Perez worked at the public relations firm Fleishman-Hillard and Golin/Harris. It was there that Perez monitored accounts for the Accent-Busch, Hughes Supermarkets and the Los Angeles Zoo. Perez also worked as a journalist for the Oklahoma Register and the Westside Village View.

Victoria Seitz

Victoria Seitz, Ph.D., is a professor of marketing at California State University, Northridge. She is also active in the American Marketing Association and serves as a member of Inland Empire Accounting and the Radio Advertising Bureau.

Phyllis Kates

Phyllis Kates is an advertising agency executive with more than 25 years of experience in the industry. She has held positions at KOLA-AM, KFRC-FM, and KFMB-FM, and has worked as a media consultant for local and national clients.

Robert Topping

Robert Topping is a key account manager with stations KOLA-AM and KFMB-FM. Prior to his position, Topping took over as local sales manager for KOLA-AM for three years and before that a marketing consultant for KFMB-FM.

Bitten by the broadcasting bug, Topping began his career in 1981 at a community radio station, KUOR-FM, where he learned his craft and honed his marketing skills before joining Anaheim Broadcasting in 1989.

Topping is also active in AudioVision, a radio reading service for the blind, as well as serving as communications mentor badge counselor for the Boys Scouts of America. He is also a member of Omicron Delta Kappa, national leadership fraternity, and the Radio Advertising Bureau.

Yes, you can do anything for your family. How about helping them to live longer?

If you're a woman in your 50's, 60's or 70's, and just metapthia, join the Women's Health Initiative. This landmark study will monitor the impact of hormones on bone density, cancer, heart disease and mental health. Help your daughters and generations of women who'll lead the way for future generations.

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American Heart Association
Fight Heart Disease
And Stroke

Exercise.
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You've done all you can. Now it's time to apply.

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Exercise.
The company also constantly invests in new products, whether developed on site at the company, or as a result of acquisitions or licensing of technologies. It's a combination of technical know-how, manufacturing capacity and global customer service that permits the company to build to each customer's specific requirements with some of the shortest lead times in the industry.

A company that had its actual humble beginnings in a garage in 1947 is now one of the world's most vertically integrated suppliers. The company now has facilities in the United States, Mexico, Costa Rica, Ireland, Scotland, Taiwan and China.

Businesses such as automotive, computer, telecommunications, industrial, audiovisual and aerospace firms worldwide rely on the company for its on-time delivery, world-class service and technical innovation.

Today the company manufactures more than 4,000 products designed for virtually every type of electronic system. Its product line includes sensors, controls, resettable fuses, circuit protectors, switches and resistor networks.

**Will There Be a World Shortage of Pyrotechnicians at the Start of 2000?**

Jim Souza, president of Pyro Spectaculars Inc of Rialto, is looking for a few good men and women to help brighten the millennium.

According to Souza, who runs a large fireworks company, the fireworks industry is facing a worldwide shortage of skill-trained pyrotechnicians for upcoming international celebrations for New Year's Day and July 4 in the years 1999 through 2001.

"Our company alone is going to need an additional 100 to 150 trained pyrotechnicians to handle the demand," Souza said. "On July 5, that's when we'll really kick our millennium preparations into high gear."

The Souza family has been in business near 100 years and has been on spectacular fireworks displays in the United States and around the world.

Pyro Spectaculars staged the fireworks shows for the opening and closing ceremonies of the 1996 Olympic Games. The company produces more than 1,500 shows annually, including more than 350 shows in the United States, including California, on Independence Day. Pyro Spectaculars captured the 1997 Grand Prize at the International Festival of Fireworks in Japan.

As part of his life-long dream to expand his company internationally, Souza has formed a consortium of European and American fireworks companies called Global Pyrotechnics Network (GPN). The network is designed to develop resources for an awe-inspiring fireworks display tied into the year 2000. Souza hopes to align GPN with international businesses in providing those companies with sponsorship possibilities.

"This is not just a big fireworks show," Souza said. "We want to bring a strategic global vision to our effort while working with local cities in other countries to help entertain their audiences."

"We provide all the technicians, equipment and the creative concepts as well as train the local pyrotechnicians and share our techniques. We want to put on a show in every time zone for the millennium called Pyro Wave 2000™. We've never staged anything quite like this."

Earlier this month, Pyro Spectaculars staged a series of successful fireworks shows in Manila, Philippines, for their centennial celebration.

"That was really the test pilot for our millennium plans," Souza said. "We worked well with the local company in Manila. But more than anything, the response was amazing from the people there. I felt we had added some light to their lives."

**We Make It Possible For You To Make It Profitable.**

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**Who's Who In Accounting**

**Patricia L. Gilbreath**

Over 25 years ago Patricia Gilbreath made a choice to enter the accounting profession. That decision has been one that I never would have dreamed would be as successful as it turned out to be," the CPA said.

She said her best career decision was to join the firm of Eade and Payne LLP. Payne hired her at an entry level position to become one of their first staff members to specialize in taxation.

From there the firm provided the financial support and training to become a tax partner in 1984.

She currently manages her and allowed time for outside community service. The opportunity for community service led Gilbreath into the political arena and subsequently to be elected to the Redlands City Council in 1994.

The tax area continues to be an avocation that provides many challenges and constant change for Gilbreath. Her firm belongs to an inter-national accounting association.

One of her responsibilities is to serve on the tax committee that plans and coordinates an annual tax training seminar. Gilbreath said she finds the exposure to outstanding nationally recognized experts stimulating and that it enhances the expertise that are provided by her firm.

"Public accounting as a career choice has provided me with great job satisfaction and significant personal growth," Gilbreath said.

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**Wise About Mail**

Patricia L. Gilbreath

Over 25 years ago Patricia Gilbreath made a choice to enter the accounting profession. That decision has been one that I never would have dreamed would be as successful as it turned out to be," the CPA said.

She said her best career decision was to join the firm of Eade and Payne LLP. Payne hired her at an entry level position to become one of their first staff members to specialize in taxation.

From there the firm provided the financial support and training to become a tax partner in 1984.

She currently manages her and allowed time for outside community service. The opportunity for community service led Gilbreath into the political arena and subsequently to be elected to the Redlands City Council in 1994.

The tax area continues to be an avocation that provides many challenges and constant change for Gilbreath. Her firm belongs to an inter-national accounting association.

One of her responsibilities is to serve on the tax committee that plans and coordinates an annual tax training seminar. Gilbreath said she finds the exposure to outstanding nationally recognized experts stimulating and that it enhances the expertise that are provided by her firm.

"Public accounting as a career choice has provided me with great job satisfaction and significant personal growth," Gilbreath said.

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Inland Empire: Market Mid-Year Forecast and Update

The Inland Empire market continues to be the fastest growing metropolitan statistical area in Southern California. Through the ‘90s and the beginning of the 21st century, the Inland Empire has been due to affordable housing and large scale industrial development.

Industrial Market

The Inland Empire market continues to be the fastest growing metropolitan statistical area in Southern California. Through the ‘90s and the beginning of the 21st century, the Inland Empire has been due to affordable housing and large scale industrial development.

New technology

Industrially space users, both manufacturers and distributors, are in a rapid transition to the new world of business. Technology needs to operate in a new environment and growth.

Temecula tracks.
California hard and stopped it in its tracks.
They remain in many of the surrounding Los Angeles Basin industrial markets. For instance, a 554,000-square-foot distribution center is currently under construction in a former railroad, with 40-foot clearance and 5.3 million cubic feet of storage.

Inland Empire Industrial Market*

<table>
<thead>
<tr>
<th>Total Squ. Feet</th>
<th>Vacant Sq. Feet</th>
<th>Percent Vacant</th>
<th>Under Const.</th>
<th>Gross Activity %</th>
<th>Average Asking Rent</th>
<th>97Q1</th>
<th>97Q2</th>
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</thead>
<tbody>
<tr>
<td>168,180</td>
<td>16,619</td>
<td>9.60%</td>
<td>10,051</td>
<td>6.60%</td>
<td>1,543,000</td>
<td>60</td>
<td>60</td>
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Inland Empire Office Market*

<table>
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<th>Total Sq. Feet</th>
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<td>100,000</td>
<td>4.00%</td>
<td>$1.02</td>
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Office Market

The office market in the Inland Empire continues to grow stronger. Vacancy rates are stable and new construction is beginning to come on stream in the late 1990s, until the recession hits Southern California hard and it stops its track.

At the time, the market was on the brink of transforming from a local-oriented market to a major regional-serving office center. With the recession gone, the market is starting to rebound. Major neighboring office sectors in Orange County and Los Angeles have made striking progress and the local economy remains robust. New development is hitting in the Inland Empire.

Slow but steady

Some of the plans started to inch up in late 1997, and the trend is continuing in most submarkets at mid-year. Local and regional economies are getting stronger. More and back-office users, such as data processing departments, are on the rise.

Speculative space finally back

The Inland Empire office market is on its way back and that's what developers are counting on. This is evident in the city of Ontario, where two office construction projects are getting a lot of attention.

Construction crunch continues

New industrial product is being completed at a record pace in 1998. The city of Temecula is setting records for new construction, both speculative and facturing. In the overall markets, some of this new product is being marketed as either distribution or manufacturing product types.

For instance, the market is on the rise. The trend is upward in late 1997, and the trend is continuing in most submarkets at mid-year. Local and regional economies are getting stronger. More and back-office users, such as data processing departments, are on the rise. New construction is hitting in the Inland Empire.

Office Market*

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The Book of Lists available on Disk, Call 909-348-9765 or Download Now from www.lptlist.com
continued from Page 35

Rich get richer ...

In commercial real estate, the theme is "The rich get richer," according to Bob Tyner, executive director of the Los Angeles Apartment Association.

"So we see very large companies and people with large amounts of money continuing to invest in the area," Tyner said.

With the economy booming, vacancy rates are down and rents are up, he noted. And that's good news for landlords and investors.

Tyner estimates that the city of Los Angeles has more than 200,000 rental units, but the number is much higher if you consider the surrounding areas.

"The market is very strong," Tyner said. "We're seeing a lot of activity in the market, and that's good for everyone."
Hispanic-owned businesses...

Inland Empire Companies on the Hispanic Business 500

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name</th>
<th>Industry</th>
<th>1997 Rev ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>Complus Inc., Corona</td>
<td>Telecom. Eq.</td>
<td>$98.5</td>
</tr>
<tr>
<td>101</td>
<td>Victor Buick-GMC Truck Inc., Corona</td>
<td>Auto Sales</td>
<td>$35.96</td>
</tr>
<tr>
<td>108</td>
<td>Albert Rebel &amp; Assoc. Inc., Pomona</td>
<td>Export Trd./Frqgt. For.</td>
<td>$22.7</td>
</tr>
<tr>
<td>284</td>
<td>Public Inc., Mira Loma</td>
<td>Trucking &amp; Wareh.</td>
<td>$12</td>
</tr>
<tr>
<td>307</td>
<td>Ruiz Mexican Foods Inc., Ontario</td>
<td>Mexican Food Mfg.</td>
<td>$11</td>
</tr>
<tr>
<td>315</td>
<td>J&amp;R Fernandez Inc., Pomona</td>
<td>Teleph. Booth Ref/Instl.</td>
<td>$10.5</td>
</tr>
<tr>
<td>323</td>
<td>H.P. Contractors Inc., Rancho Cucamonga</td>
<td>Gen. Contracting</td>
<td>$10.2</td>
</tr>
<tr>
<td>389</td>
<td>Mr. Plastic Recycler Inc., Ontario</td>
<td>Carpet, Draperly, Tile</td>
<td>$8.6</td>
</tr>
<tr>
<td>440</td>
<td>Classic Containers Inc., Ontario</td>
<td>Plastic Recyl. Whal.</td>
<td>$7.9</td>
</tr>
</tbody>
</table>

**Note:** Not on 1997 list.

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**At deadline ...**

continued from Page 3

... among big revenue generators on the list reflects the shift from "traditional business" to hotter industries. For the first time in three years, Burt said, network membership slipped from the top spot on the list despite revenue growth of 6.6 percent, the magazine states. Burt was replaced by a magazine-related employee management firm Vineam Group Inc. which more than doubled its sales in 1997 to post revenues of $203 million. This trend was in the Inland Empire with the number two regional company on the list, automotive sales firm Victor Buick-GMC Truck Inc., falling from 95 to 101 with total revenues of $56 million. The number one Inland Empire company, telecommunications equipment firm Complus Inc. of Corona, rose from 43 to 30 with total revenues of $98.5 million. The only other local firm on the list related to telecommunications, telephone booth refurbishing and installation company J&R Fernandez Inc. of Pomona, rose from 98 to 91 with total revenues of $62 million.

... by the Inland Valley Development Authority (IVDA), the state's economic development organization. The IVDA has been working to attract and retain businesses in the Inland Empire, which includes Riverside, San Bernardino, and Los Angeles counties. The IVDA has a number of initiatives aimed at expanding the local economy, including the Inland Valley Economic Development Zone (IVED). The IVDA works with local governments and businesses to create a favorable business climate and attract new investment. The IVDA's mission is to create a vibrant economy that will attract and retain business and provide good jobs for the region's residents. The IVDA has a number of programs and services to support economic development, including business retention and expansion programs, workforce development, and business research and analysis.

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**Who's Who in I.E. Restaurants**

Richard Santana

Chef Richard Santana, owner of Impressions Gourmet Catering, was born in El Paaso, Texas, and raised in Inland Empire, where he graduated from Chaffey High School.

He began his culinary career at the age of 17, cooking in various small diners and houses. As he showed greater competence, his responsibilities increased.

Santana cooked for the opening of the Marsole Hotel and Convention Center in San Bernardino. Later, Santana cooked for Captains Restaurant in San Bernardino, under the direction of Executive Chef Don Cadiente.

Cadiente was later offered a position as the executive chef for the L.A. County Fair Grounds. He accepted, and he was so impressed with Chef Santana’s work that Cadiente recruited him as his executive sous chef.

Santana wanted to cook French cuisine. As a result, he served as executive chef at La Cheminee Restaurant in Ontario. Later Santana accepted an offer to open and run his own kitchen at the Sundance Inn in Glendora.

Continued on Page 46

Edward Voysest

The Potiomi restaurant is one of the many balls that Edward Voysest, food and beverage director for the San Bernardino Hilton, juggles seven days a week.

He also manages all catering, hotel bars and room service. The director said the key to his success is good employees, from management to the servers.

"You’re only as strong as your weakest link," Voysest said.

At 37, Voysest is an energetic manager who describes his style of leadership as empowering those he supervises while still being available for communication and further direction when needed.

"You give them [employees] the ball and let them run with it, but you run alongside," Voysest said.

Born in Havana, Cuba, Voysest immigrated to the United States and received his bachelor’s degree in business from California State University, Northridge.

With the desire to mix business with pleasure, Voysest, who now lives in Colton, sought a career that would allow him to travel, and he became a manager of operations for American Airlines.

After four years with American, Voysest began managing a Cuban restaurant in Los Angeles through family connections. He said moving from the airline industry to the restaurant business was a natural transition.

"It’s both ways," Voysest said, "no matter how you look at it — customer service.

With the Hilton for two years, Voysest beams with pride when talking about Pochiemi, an American Continental restaurant that once specialized in French food. Its name means “the gathering place.”

“Our sabor, service and excellent food along with our unique ambiance in our restaurant stays a cut above the others,” Voysest said.

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**Continued from Page 4**
Local Officials Discuss Economic Development of San Bernardino

by Stacey Gallard

Improving the city of San Bernardino and bringing back economic growth were subjects of a seminar presented by the William C. Velasquez Institute (WCVI) last month.

The seminar at the Radisson Hotel in San Bernardino was co-sponsored by Judy Valles, mayor of San Bernardino, and Southern California Edison Company. The event, which featured a discussion panel, focused on what the WCVI referred to as the "empowerment zone." According to panel member Mayor Valles, the empowerment zone is designed to promote economic opportunity within a stable community development in a distressed area. Such an area would receive funding from the U.S. Department of Health and Human Services. Known as the Federal Empowerment Zone grant, it will provide an area $10 million per year for 10 years. Valles believes that the city of San Bernardino would qualify for the aid.

"To be designated an empowerment zone, it takes a great deal of work and effort, and it's by the people that live in the community and by the different communities that will be formed," Valles said. "The city really is going to need you. This is only the beginning." Valles said the key to improve the city and make it successful is partnership.

Another panel member, Mike Bazdarich, director of Inland Empire Economic Trends & Forecasting, said the city has a "good reputation of law enforcement and high crime. To remedy this," Bazdarich said San Bernardino should focus on finding an economic area and developing it. One example he pointed out was the Ontario Mills. Ontario and other "aggressive cities," like Temecula and Corona, now have a growing economy, Bazdarich said. These areas also have more "new housing activity" and "lots of expansion" of the tunnel and there is an oncoming train — "[I urge you] to jump on it," Bazdarich said.

Steve Valenzuela, panel member and CEO of Los Angeles Community Development Bank, believes that one of the problems San Bernardino is facing is lack of business faith within the city. Instead of investing finances in the city, residents go elsewhere.

Valenzuela suggests the city should develop business partnerships with both public and private sectors. These partnerships should then be set up so that the community are met. The city should also concentrate on attracting new businesses and keeping the expanding businesses in the community.

Panel member Anthony Gonzalez, president of WCVI and chairman of Los Angeles Community Development Bank, said San Bernardino must decide the type of businesses it wants to attract to rebuild the economy. Gonzalez said the city should first reject the fantasy of having a large factory come to the city and provide employment.

"The idea of the big factory moving lots of workers here and there — that's an area we like to think about," Gonzalez said. "We come from that generation of the big factories, the Kaiser Steel. That's an image to close.

"I'm not saying there's not going to be some big plants coming and going; there will be. But it's all about the leap of successful strategy." Gonzalez said that through the empowerment zones, cities like San Bernardino can be successful by supporting smaller businesses and encouraging economic growth.

San Bernardino Mayor Judith Valles recently spoke at a seminar that focused on economic development in the city of San Bernardino.

"The Inland Empire Business Journal caught up with Valles who won office during a special election in February, to ask her about her plans for the future growth of the city."

Mayor Answers Questions on Economic Development

Questions asked by Stacey Gallard

Q. What are your economic plans for the city of San Bernardino?
A. Business development, job development.

Q. How did the June 16 seminar fit into your overall plan for economic development?
A. We already have a head start on our city's strategic plan, so the Empowerment Zone Community Partnerships and input will accelerate our plan.

Q. What are the next steps in your economic plan?
A. Continue to develop the strategic plan and priorities for the city, reduce blight and crime which will help with business retention and attraction.

Q. Will your economic agenda for the city focus on specific areas?
A. Yes. We will target specific businesses.

Q. What are they?
A. Manufacturing and distribution.

continued on Page 48
Health costs rise ... continued from Page 3

drugs has been one of the factors in the rate increase, Viagra is not one of the drugs that is widely requested by patients. He said that AIDS drugs are more requested.

Another factor in the statewide rate increase, Anderson said, is the rise of hospital utilization, meaning that the large, increased membership of Kaiser insurers have had to go to other medical facilities instead of Kaiser hospitals due to a nursing staff shortage and fewer hospital beds.

It has been reported that Kaiser Foundation Health Plans Hospitals had an unaudited loss of $270 million on revenues of $14.5 billion. This loss reflects industry-wide increases in health care costs, some members are asking for mail order deliveries.

A. The CinemaStar Theater provides a $60 stock of $5 for pharmacy-deduct drugs and $10 for mail order deliveries.

Mayor answers questions ... continued from Page 4? Q. Are there any plans for redeveloping the downtown area? If so, what are they? A. The Campaign Theater project, Theater Arts International new performance art season at the California Theater and other ongoing events. Increase traffic and sales, and trade and spread the efforts to all business districts of the city.

Q. Will there be a special redevelopment team organized? A. We are in the process of redeveloping the City of San Bernardino. Continues with partnerships with community colleges and CSUSB (California State University, San Bernardino). 287

Q. Are there plans to structure education in order for a new educational program for San Bernardino for specific industries? A. SBETA/Community College Partnerships in Progress with our Tech Trade industries, Santa Barbara Aerospace, etc.
1998 Expo Features

Emotional Speeches

Be wary of controlling men was the advice that Carol Channing gave to the more than 1,300 women who attended the 1998 Women & Business Expo.

The Broadway star and first keynote speaker discussed the reasons for her recent divorce, which has made headlines. Her emotional and inspirational speech set the tone for the Expo at the Riverside Convention Center on May 29.

Another keynote speaker, Naomi Judd, spoke about her immense struggles before becoming a famous country singer.

Walking through the crowd and standing on chairs, Judd mesmerized the audience with her story of how she became pregnant after her first "time" and, since she was not married, became the talk of the small town where she grew up.

Judd moved to a sleazy motel in Los Angeles to try and find a better life in the big city but could not find success. She later moved to Kentucky and lived on a mountain with no phone or television.

During that hard and isolated time, Judd gave her daughter, Wynonna, a guitar, and the rest, as they say, is history.

In addition to the third keynote speaker, Toni Grant, the all-day event also featured 24 other speakers who led break-out sessions covering a variety of topics regarding women and their careers.

Photos from top, clockwise:

Keynote speakers Carol Channing and Dr. Toni Grant share a moment;

Dr. Toni Grant;

A speaker leads a break-out session;

Naomi Judd gives an Expo attendee her autograph.
Inland Empire Restaurant Review

Dining at Tokyo Tokyo

by Jerry Mead

Ever since Sacramento retail and restaurant owner, Better House Wines’ owner to a pre-Prohibition Zinfandel vineyard in Amador County, we have been to Tokyo Tokyo. The area around the new Ontario Mills Mall is developing a number of restaurants of a better grade than most people in the area are used to. In El Dorado Hills, a new restaurant called Sakai, is opening with the goal of offering an authentic Japanese teppanyaki experience.

The area is also a page in the restaurant world. A little more than a year, the new restaurant, the Japanese restaurant, has opened.

Tokyo Tokyo is part of that learning experience. Seeing a new restaurant open in this area is a good thing. The restaurant is located at 199 Ontario Mills Dr., Suite "B." For reservations, call (888) 81-TOKYO.

Single Leaf 1995 Estate Zinfandel ($9.50)
Ripe and not overripe berry and plum flavors with enough spice and backbone to improve for three to five years. Rating: 87/92.

Fitchett 1995 Reserve Special Zinfandel ($14)
Ripe, plummy fruit; lush and delicious, a wine that feels in its place. Flavors enter tasty and build and expand all the way to the finish. Rating: 90/98.

Windward 1996 Cooper Amador Barbera ($12.50)
A challenger to Sebastiani and Montecito, which usually dominate this category. Big fruit and a full-bodied mouth and a highly extractive and richly flavored red. Plum flavors again, with a big, spicy background. Rating: 92/94.

Boeger 1995 Charbono ($15)
Still a baby! The only problem with Charbono is it tends to want 10 to 20 years of bottle age, and I'm at the point in my life when I want wines that will be ready in 10 to 20 minutes. Powerful and intense with a slight awareness of alcohol. Plum flavors dominate. Rating: 85/84.

Coulson Eledonard Winery 1995 Chardonnay ($15)
A blend of 60 percent Cabernet Franc and 40 percent Cabernet Sauvignon, it could have been labeled Meritage. Blackberry and rich, finishing up with a bit of tannin. Rating: 88/88.

Kistler 1995 "The Hill" Cabernet Sauvignon ($51)
A blend of mostly Merlot. Good claret-style flavors, but unbalanced tannins make it unsuitable for immediate drinking... maybe with time. Rating: 82/84.

Oakstone Mead Pot ($16)
Ripe berry and cherry and dark cherry fruit flavors. Sweetness level is just right and brandy enrich- ment is handy. Rating: 87/88.

Single Leaf 1995 ($15.00)
A blend of roughly 25 percent each of Cabernet Sauvignon, Cabernet Franc, Zinfandel and Petite Sirah. It's a rather complex young wine and a blend of two vintages, 1990 and 1994. The sweetness is perfect, the mouthfeel elegant and the fruit rich and bright. Rating: 89/90.

Oakstone 1994 Meritage ($14)
A blend of 37 percent Cabernet Sauvignon, 31 percent Cabernet Franc and 32 percent Merlot. Good claret style grapes, but unbalanced tannins make it unsuitable for immediate drinking... maybe with time. Rating: 82/84.

Oakstone Mead Pot ($16)
Ripe berry and cherry and dark cherry fruit flavors. Sweetness level is just right and brandy enrich- ment is handy. Rating: 87/88.

Wines are scored using a unique 100-point system. First number rates quality, second number rates value. For questions on any of the wines reviewed, contact Mead's office at (888) 845-9463 or wine- taster@uol.com.
Feeling A Bit Listless Today

Part II of II

by J. Allen Leinberger

Success breeds success. So has been the case with D.D.G. Books and their "Dummies" series. More than 40 million have been sold so far. You can tell any book owner that disks attached to the back cover Plug-ins, extensions, even 60 free hours on America On Line.

Of course, things did not stop there. The D.G. people started other book series, some of which have taken on life of its own. These and some of which ran into an iceberg on their maiden voyage.

Dummies book still have a few of the "101" tutorial series. And there are still a few of the teachers series. Sadly, no one talked with seems to know whatever happened to their monthly newsletters. "Do it with Macintosh."

Still moving strong, however, are the "Quick Reference" books. These are small handbook size "Dummies" designed for use right there at the computer. MAC OS. Internet, Lotus Notes. Excel and more are like the Readers Digest versions of "Dummies" volumes. They come with little yellow plastic spines so they stick at the computer.

Another handbooks just do not have enough for full size "Dummies". But they are "Dummies" for Dummies" books are good examples. They follow their big brothers. "Wine for Dummies" but by themselves are just pocket books. So, too, are the books on bartending and entertaining.

On the other hand, there are the oversized "Dummies" books. Larger than the standard size, these are the books written by Eric Tyson's annual edition of "The Tax for Dummies" and "White Wine for Dummies" books are good examples. They follow their big brothers. "Wine for Dummies" but by themselves are just pocket books. So, too, are the books on bartending and entertaining.

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WELLS FARGO

Best-Selling Books

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


3. "Reach for the Summit," by Pat Summit and Sally Jenkins (Broadway... $25) (4) Motivation from the coach of the champion Lady Volunteers.


6. "Big Boom: The Business of American Baseball," by David Halberstam (Simon & Schuster... $29.95) (2) A study of the nine most successful baseball teams.


10. "Titan: The Life of John D. Rockefeller, Sr.," by Ron Chernow (Random House... $30) (2) The man who really enriched one life; are you ready to explore in depth? You'll be taking a big step in the exploration process on your own. Fortunately, there are many good books that cover each element of depth. Unfortunately, Pond doesn't offer a bibliography, so your process of discovery may take more time than you have to devote to the subject.

Other than the occasional lapse into investment adages, including the old chestnut, buy low, sell high, "4 Easy Steps" is a good first step for new investors, or even old hands at the game who want to take a look at other types of investment opportunities, including buying in bite-sized chunks, making tailor-made for those who don't have time for more than an hour or two of reading on weekend vacations.
Montclair Chamber of Commerce

Chamber of Commerce

Call (909) 624-4569 for information.

in Riverside. Preregistration is required. For more information, call (909) 781-2345 or (909) 790-2353.

13 The Mt. San Antonio College Small Business Development Center is offering a two-hour workshop entitled "Start-Up Business Orientation." It is designed to develop an awareness of the lifetime work style of owning a business and what is needed to get past the planning stage. This event will take place from 9 a.m. to 11 a.m. at the Mt. San Antonio College, Education Conference Center at (909) 629-2247.

23 The Employers Group is hosting a seminar entitled "Arbitration." The event will take place from 9 a.m. to 11 a.m. at the Orange County Airport Hilton, 700 N. Haven Ave in Ontario. The cost is $60 for members, $60 each for parties of three or more and $85 for nonmembers.

The Mt. San Antonio College Small Business Development Center is offering a two-hour workshop entitled "Financing a Small Business." It will cover the various financing options available to small businesses. Those who attend will have the opportunity to meet with a professional business consultant by appointment, free of charge, for assistance on preparing for a SBA loan. It will take place from 9 a.m. to 11 a.m. Reservations are required. For information and registration, call the Small Business Development Center at (909) 450-7523.

28 The Shakespeare Reading Club of America will meet "Heary VIII" at the Embassy Suites Hotel, Third Floor, 74-770 Highway 111 in Palm Desert. The Shakespeare Reading Club of America meets on the last Tuesday of each month, beginning at 6 p.m. There are no dues or fees, members must pay for their own meals. Interested guests are welcome. Smaller groups of five or more require a $10 donation per person which is paid to David Koslow, PO Box 1415, Cathedral City, 92234-1415, and a copy of the play.

The Center for International Trade Development is offering a workshop at their Pomona office. Entitled "The ABC's of Exporting/Importing." The workshop will focus on the important elements of an import/export transaction, such as required documentation, production capacity, shipping, insurance, evaluation of business potential and the methods of getting paid. A transaction flow chart will be used as a guide throughout the session. The workshop will run from 1:00 p.m. to 4:30 p.m. There is a $25 registration fee. For information and registration, call the Citrus College Center for International Trade Development at (909) 629-2247.
Northern California’s Best Kept Secrets

by Camille Bounds, Travel Editor

Planning a business meeting or conference, a romantic rendezvous for the weekend or a family getaway for a few days? Dare to try something a little different? Take a trip up North San Francisco, Monterey and the Silicon Valley area have some interesting places for accommodations, restaurants and attractions that stand out and are definitely different and something to think about when planning your getaway with the family, a business trip or business conference.

Experience the oriental flavor

In San Francisco, an oriental flavor in accommodations could be a change from the usual. For families, a business trip or business conference, a romantic rendezvous, a unique way to celebrate any special occasion, a business meeting or conference, a beautiful hotel to dine; actually, they do not have to leave the room. Fine catering room service is available 24 hours a day. A complete fitness center with a glass-enclosed pool, sauna, Japanese soaking tubs, shiatsu massage, and the latest Cyber machines are there along with a personal trainer and the traditional Japanese-style service that sees to all the needs of the guests.

Spacious meeting rooms are equipped with the latest in audiovisual technology and include a glorious view of downtown San Francisco through floor-to-ceiling windows. An executive business suite has up-to-date office equipment, including computers, fax machines, laser printers and photocopies.

Dining is an adventure at the Hotel Nikko San Francisco offers a central location right in the downtown area with a serene atmosphere amidst the hustle and bustle of this beautiful city.

American-style suites as well as a Japanese-style Tatami Suite are available along with comfortable guest rooms that come with city views and all the amenities and service one could possibly desire. “Guest relations” are dressed in authentic Japanese kimonos and great guests upon arrival in the delightful traditional Japanese manner with a bow and the word “welcome” in Japanese.

Dining is an adventure at Hotel Nikko with the mixture of California cuisine and the exciting flavors of the Pacific Rim. Cafe 222, a bistro-style restaurant with a deliciously diverse menu, and the highly rated Sushi Bar with the finest and freshest selection of fish leave nothing to be desired when it comes to satisfying the palate.

Sunday brunch is a delightful, unforgettable choice. As a matter of fact, guests do not have to leave the hotel to dine; actually, they do not have to leave their room. Fine catering room service is available 24 hours a day.

A complete fitness center with a glass-enclosed pool, sauna, Japanese soaking tubs, shiatsu massage, and the latest Cyber machines are there along with a personal trainer and the traditional Japanese-style service that sees to all the needs of the guests.

A Pacific Marine Yacht

EXECUTIVE TIME OUT

Suite and Hotel

Sovereignty

Sovereignty is the right of a people to govern themselves and their territory. The governmental fabric of the United States is interwoven with many governmental entities, all of which possess varying degrees of sovereignty. The United States is a sovereign nation. States are sovereign to the extent that they did not relinquish certain powers to the national government under the U.S. Constitution's federal system. Cities, counties, school districts, port authorities, and other local governments are creations of state governments, the extent of their sovereignty is determined by state law.

Before colonization, American Indian tribes and Alaskan Native communities governed themselves and the territories they possessed. As the original occupants of the United States, American Indian tribal and Alaskan Native governments possess inherent sovereignty. Pre-Independence European and colonial governments recognized Indian tribes in the same way they recognized other countries. Indian tribes and those governments made treaties, which are agreements made by equals. Sovereign rights not given up by treaty, were retained by each treaty party.

The U.S. Constitution recognizes the sovereignty of Indian Tribes. As with states, the Constitution, Article II, Section 2, gives Congress the power to regulate commerce between Indian Tribes. This is known as the “Indian Commerce Clause.” Based on concepts of discovery and conquest, the U.S. Supreme Court, citing Article I, section 8, clause 3, also gives Congress the power to break treaties with Indian nations.

Just as state governments have full authority over local governments, the U.S. Congress has complete authority over Indian tribes, so long as that authority does not exceed other constitutional restrictions.

Although Indian tribes, in the many-making process, gave up certain lands and sovereign authority, those elements of sovereignty not given up remain reserved to the tribes as inherent powers. Though the Congress no longer makes treaties with Indian tribes, those treaties not otherwise nullified, remain the law of the land.

This was recognized by Chief Justice John Marshall in the Worcester v. Georgia decision of 1832, when he wrote, “The Indian Nations had always been considered as distinct, independent, political communities, retaining their original natural (inherent) sovereignty rights as the undisputed possessors of the soil from time immemorial... the very term ‘nation,’ so generally applied to them, means ‘A people distinct from others.’ The Constitution, by declaring treaties already made, as well as those to be made, to be the supreme law of the land, has adopted and sanctioned the previous treaties with the Indian Nations, and consequently, admits their rank among those powers who are capable of style.”

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For more information contact: National Congress of American Indians 300-420-7167
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