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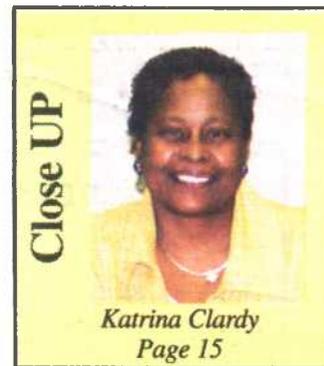
Inland Empire Business Journal, "January 2002" (2002). *Inland Empire Business Journal*. Paper 279.
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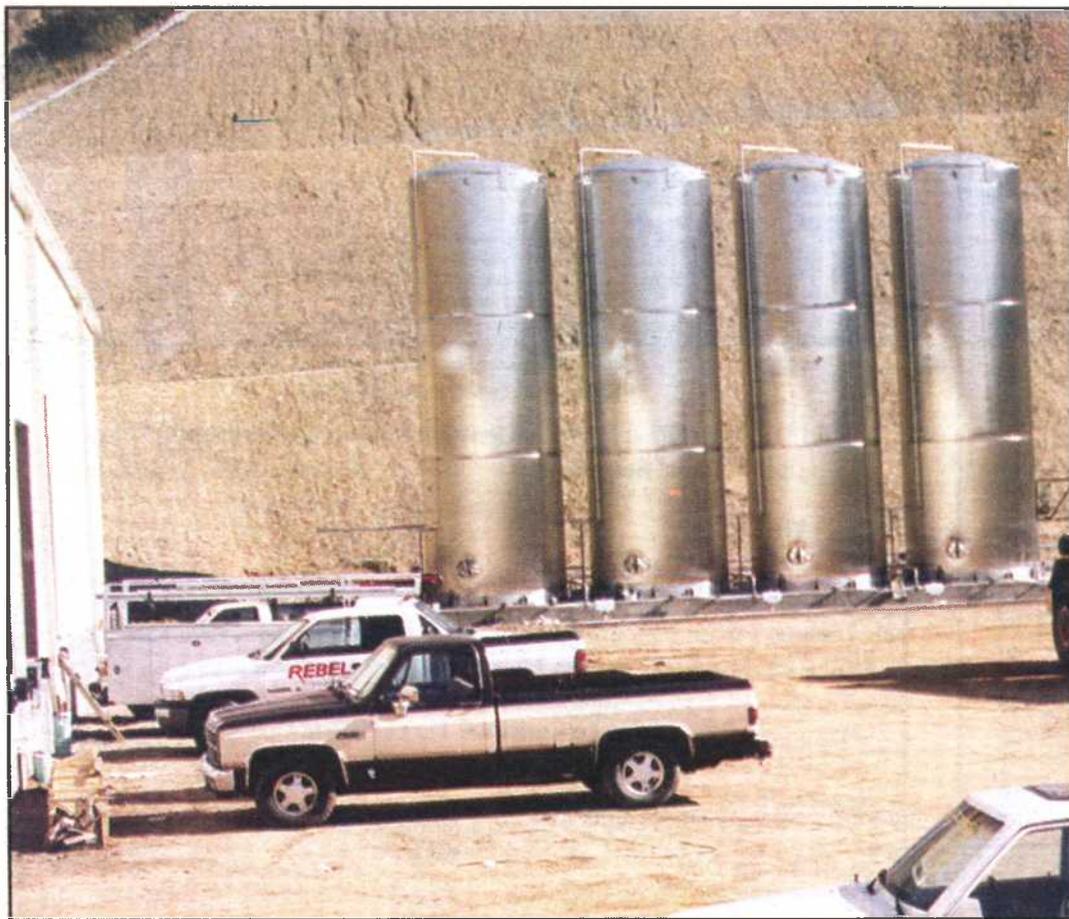
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VOLUME 14, NUMBER 1

JANUARY 2002

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Four 38-ft stainless steel holding tanks will store 30,000 gallons of pure spring water each.

—Photo Provided by Georgine Loveland

Liquid Treasure Flows From Ancient Springs on the San Manuel Band of Mission Indians' Reservation

by Georgine Loveland

The real treasure on the San Manuel Band of Mission Indians' reservation, not far from their casino in aptly named Highland, lies beneath the surface of tribal land, water — pure and cold, from hidden springs that have nurtured the band's ancestors for untold generations.

These desert waters rise from and bubble onto land that has never been farmed or ranched or had animals herded on its surface. There are no pollutants, just clear, cold water that contains natural miner-

als, and nothing more — a gift from Mother Desert to her children...and the children are willing to share this precious source with the rest of us.

Even the methods by which the San Manuel Band is tapping this water source is kept as earth-friendly as hu-

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AT DEADLINE

Two Major Southern California Alzheimer's Associations to Merge

Serving 13 million residents, this becomes the largest Alzheimer's Association chapter in the nation

The Los Angeles and Riverside/San Bernardino Chapters of the national Alzheimer's Association announces their merger, which was effective on Jan. 1.

The new chapter will be called
continued on page 5

Rules that BLIND Be more effective with fewer rules

by Judy Urquhart

Are rules and red tape really necessary? Some companies have rules for everything from holidays to bathroom breaks. Does your company have a policy for when it's appropriate to create a rule? Most companies don't, instead they create one whenever an issue comes up that affects operations. This is an ad-hoc approach based on the fear that things can and will go wrong.

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A Special Message To You

Thanks to you, Inland Empire Business Journal has ended 2001 with its most successful year to date.

We appreciate the confidence placed in us by our advertising partners, as much as they and our readers appreciate the efforts of our columnists, correspondents, writers and staff.

Throughout the years, we have evolved in our style and our perspective.

What began as a large tabloid-style paper, has become a business friendly, monthly publication with its thumb firmly on the pulse of Riverside and San Bernardino Counties.

Each month of the past year was the best month of its kind ever for this publication.

We believe that such success and such support will continue, with even better reporting and even better marketing of our area's businesses in the year 2002.

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Vol. XIV, No. 1, January 2002 – Inland Empire Business Journal is published monthly by Daily Planet Publishing, Inc., 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. (909) 484-9765. Bulk rate U.S. postage paid, Ontario, CA, permit No. 1. Send address changes to: Inland Empire Business Journal, Circulation Dept., 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Information in the Inland Empire Business Journal is deemed to be reliable, but the accuracy of this information cannot be guaranteed. The management of the Inland Empire Business Journal does not promote or encourage the use of any product or service advertised herein for any purpose whatsoever. Neither the information nor any opinion, which may be expressed herein, constitutes an endorsement, or solicitation, for any purpose, or for the purchase or sale of any security. "Inland Empire Business Journal" trademark registered in the U.S. Patent Office 1988 by Daily Planet Publishing, Inc. All rights reserved. Reproduction in whole, or in part, without written permission, is prohibited. Manuscripts or artwork submitted to the Inland Empire Business Journal for publication should be accompanied by self-addressed return envelope with correct postage. The publisher assumes no responsibility for their return. Opinions expressed in commentaries are those of the author, and not necessarily those of the Inland Empire Business Journal. Subscription payment must accompany all orders for the monthly journal or annual Book of Lists. Copyright © 2001 Daily Planet Publishing, Inc.

Young Homes Ranked in Top 50 in L.A. Times Annual Survey



Left to Right:

Pat Young, co-president of Young Homes
Reggie King, director of land acquisition
John Young, co-president

Inland Empire-based Young Homes has vaulted into the ranks of the top 50 homebuilders in Southern California according to the 30th Annual Residential Builders Survey conducted by the *Los Angeles Times*.

The survey reports that Young Homes was ranked 50th, up from 52 last year, among all Southland-based builders in 2000. Rankings are based on the dollar sales volume for the previous year. Young Homes projects a sales volume of approximately \$42 million for 2001 which should keep the company in the top 50 and may even

move it up in the rankings yet again.

Of particular interest in the survey is that among Inland Empire homebuilders, Young Homes ranks in the top 10 — sixth to be specific.

“We have never built homes with an eye toward awards or rankings,” said John Young, president of the company that bears his family name. “Our goal has always been to provide new homebuyers with unsurpassed quality and affordability.”

Young explained that by focusing on the needs of the

home buyers, especially those in the Inland Empire, the company has steadily increased its sales and created a well-respected reputation for innovation, value, and customer service.

Young Homes was founded more than 20 years ago by the father and son team of Pat and John Young.

For more information about Young Homes and its communities call (888) 703-2000 or visit its Web site: www.younghomes.com, for an exciting preview of its many homes and communities.

Letter to the Editor

Congress Needs to Vote for Competition, Not Monopoly

by Mike Jackman

The U.S. House of Representatives is about to vote on a bill that would impact every California Internet user—and not for the better. The so-called “Tauzin-Dingell” legislation pending in Congress would allow Pacific Bell (and other “Baby Bells”) to essentially take over the high-speed Internet service market by putting smaller competitors out of business. As a result, consumers would have less choice for Internet

service and pay higher prices, while the regional economy would lose thousands of jobs.

We have already seen what happens when the dominant local phone company is turned loose without close supervision. Pacific Bell was recently fined \$20 million by the California Public Utilities Commission for practices that The Utility Reform Network called “unfair and misleading” to consumers. The Federal Communications Commission proposed seeking a \$100,000 fine against SBC, Pacific Bell’s parent company, for hindering an investigation into the way SBC provides access to its local

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2001 Year End Review

Record Boom in Powerplant Construction Reaches Plateau

Market Forces, Fuel Constraints, Transmission Capacity and Limited Financial Resources Cast New Doubts on Long-Term Development Plans. (Engineering News-Record (ENR) and Power Magazines Collaborate on Special Report.)

The unprecedented and unexpected boom in new powerplant

construction that began in 1998 is reaching a plateau, according to a special report by the McGraw-Hill Construction Information Group’s *Engineering News Record (ENR)* magazine and Platts’ *Power Magazine*.

Construction Information Group (CIG) and Platts are both units of The McGraw-Hill Companies (NYSE: MHP).

“Between 1999 and 2001, about 83,000 megawatts (MW) of new capacity came on-line, adding 10 percent to the nation’s generation base,” said Jan Tuchman, editor-in-chief, *Engineering News-Record*. “Another 300,000 MW to 400,000 MW of

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VIP, Inc. Celebrates With a Holiday Grand Opening and 15th Anniversary Spectacular

After months of hard work and the dedication of many people, Vocational Improvement Program, Inc.’s new corporate office and production facility in Rancho Cucamonga is open! To add to the excitement of the new location, this year also marks VIP’s 15th Anniversary of providing the highest quality services for people with disabilities — through competitive employment and vocational training.

Since 1986, VIP has grown to be one of the Inland Empire’s largest and most innovative labor resources. By partnering with more than 50 Southern California businesses, VIP has helped hundreds of employers help thousands of people with disabilities achieve independence and lead fulfilling lives.

To celebrate this milestone, the public was invited to attend VIP’s holiday grand opening and 15th anniversary spectacular on Dec. 6. The festivities, which were attended by the Rancho Cucamonga Chamber of Commerce, included a ribbon cutting, lunch and a tour of the facility. VIP, Inc. is located at 8675 Boston Place, just east of Mil-

continued on page 54

Craig Ciebiera Named V.P. and Manager by Citizens Business Bank

D. Linn Wiley, president and chief executive officer of Citizens Business Bank, has announced the appointment of Craig Ciebiera to the position of vice president and manager of the Fontana office.

Mr. Ciebiera’s professional career incorporates more than 30 years of experience in administration and commercial lending. Prior to his appointment with Citizens Business Bank,



Craig Ciebiera

Ciebiera was vice president/senior relationship manager with Sanwa Bank in Los Angeles.

Where is the Inland Empire Economy Headed in 2002?

You'll hear about the Inland Empire's growth areas and trends for different industries including media entertainment, real estate, health care and the financial markets.

You'll also have the opportunity to question the experts and to network with top Inland Empire executives.

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Jim Mance, General Manager, Ontario Mills

- HEALTHCARE. THE PROJECTED RISING COSTS AS WELL AS STATE AND FEDERAL FISCAL CUTS
Mark Uffer, CEO Arrowhead Regional Medical Center

- TOURISM. AND AIRPORT EXPANSION "AFTER 9/11/01"
Bill Postmus, Supervisor, San Bernardino County

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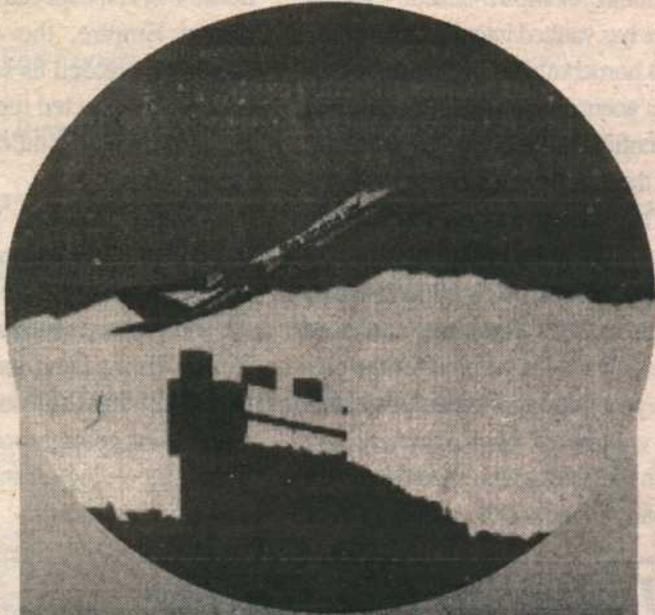
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COMMENTARY

Making Lemonade Out of Lemons

by Joe Lyons

The September terrorist attacks were devastating. That much is a given. Thousands died. Thousands more were wounded and hundreds of thousands were impacted economically.

But not everything is negative.

Consider a few positive things as we move further into this new millennium. On Sept. 10, the market was heading down. President Bush had already announced a tax rebate and it didn't seem to have done any good. The recession was on the way.

Today the market has turned around and the Dow has passed back up over the 10,000 mark. Gas is back under a buck at the tanks. One local jeweler told me he is having his best fourth quarter ever.

Police and firefighters are now considered heroes. (I wish my dad had lived long enough to see this. He was a Cleveland fireman back when they fired weapons at his truck dur-

ing the Hough district riots of 1968.)

People are praising the men and women of our armed forces. This is so much better than when I was called "baby-killer" for wearing my Air Force uniform 35 years ago.

Patriotism is at an all-time high. The flag waves from more cars than the Laker basketball colors did a few months ago. In fact, flags and bunting wave from just about everywhere. Patriotic music is on the radio again. Whitney Houston's recording of the "Star Spangled Banner" became the top-selling song in America. They even started to play "God Bless America" at the seventh inning stretch, instead of the old chestnut, "Take Me Out to the Ball Game."

It would be inappropriate to say that the 9/11 attacks were good for us. They clearly were not. But they have caused us to look inward in a way that we have not done it quite a while.

This, in itself, is a good thing.

Large Scale Downsizing to Continue Through 2nd Quarter

The fast pace of layoffs will not begin to ease until the second quarter of 2002. "Companies across the country and here in the Inland Empire area have given us the heads up that more cuts are in store well into the New Year," says Robert Kuehn, vice president of business development in Lee Hecht Harrison's Riverside office. Still, job seekers in some sectors may find relief sooner than others. "We anticipate that financial services, including insurance; health care, energy/utilities and some aerospace and defense will lead the job market turnaround," he says.

Everyone recalls how some poorly handled downsizings in the late-'80s and early-'90s fueled the employee retention crisis during the boom years. Ultimately every or-

ganization our company is working with is sure of a recovery, and they want to have talented, committed people on board when it comes."

Toward that end, Kuehn says, most companies aren't making purely financially driven lay off decisions. "Rather, they consider a combination of factors in making termination selections, such as tenure, long-term skills potential and fit with the corporate culture. They also weigh functional expertise. For instance, a sales driven company may let more financial people go as a percent of the total versus laying off the salespeople."

Kuehn also notes that at the same time companies are letting people go, they are hiring in selected areas to fill talent gaps. Further-

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AT DEADLINE

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the Alzheimer's Association of Los Angeles, Riverside, and San Bernardino Counties and will serve some 13 million residents in those three regions, where the prevalence of Alzheimer's disease exceeds 200,000 individuals.

The merger is expected to strengthen the ability of the Alzheimer's Association to better achieve its mission; improve service quality, foster an environment of unity, and increase organizational efficiency and resources.

"We are excited about this merger and look forward to better serving the community," said Maureen Moncada, executive director of the Riverside/San Bernardino Chapter. "With a merging of administration and resources, programs and services will be improved and expanded to more rapidly reach our goals, while decreasing duplication. Those underserved areas and popu-

lations in the three counties will be addressed and remedied."

The new chapter will include the most populous county and most ethnically diverse metropolitan area in the U.S., and also serve vast rural areas totaling more than a quarter million square miles and representing 40 percent of the state's population. The new chapter will be governed by an interim board of directors until July, 2002, when a new board of directors will be installed. Current programs, products and services will continue to be provided at the same high level of service.

The public may still reach the Alzheimer's Association at all current addresses and phone numbers, as well as the toll free HELPLINE number: 800-660-1993.

Special Olympics Southern California Opens Inland Empire Regional Office

Special Olympics Southern Cal-

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Poverty in California

Levels, Trends, and Demographic Dimensions

by Deborah Reed and Richard Van Swearingen published in California Counts, Nov. 2001 — by the Public Policy Institute of California. Views expressed do not necessarily reflect the views of the management of the PPIC.

SUMMARY

Poverty is one of the most important measures of the well-being of low-income families. In California, the poverty rate declined substantially during the recent period of economic expansion. However, looking past the recent business cycle to the longer historical trend, poverty in the state has grown over the past three decades, from 9.1 percent in 1969 to 12.9 percent in 2000.

There is no single, objectively preferred measure of poverty. By the official measure, based on a national poverty threshold, 12.9 percent of Californians were poor in 2000 compared to 11 percent of people in the rest of the nation. However, the national poverty threshold does not adequately reflect regional income needs. Measured relative to state median family income, 24.3 percent of Californians lived in poverty in 2000, compared to 20.9 percent of people in the rest of the nation. Alternatively, when we adjust poverty thresholds for local housing prices, the adjusted poverty rate in California was 15 percent compared to 10.6 percent in the rest of the nation. Although the level of poverty varies considerably across these three measures, all three show substantially higher poverty in California relative to the rest of the nation.

Statewide poverty trends provide an incomplete picture of California because of the high degree of variation in poverty rates across regions and demographic groups. Although the state overall had an average poverty rate of 14 percent in 1998-2000, the poverty rates for children under 18: African Americans,

U.S.-born Hispanics, and residents of the San Joaquin Valley were closer to 20 percent. The groups with the highest poverty rates were foreign-born Hispanics (27 percent) and

female-headed households with children (37 percent).

Introduction

Poverty, a measure of the economic well-being of low income families, is one of the most important social indicators in the United States. A high poverty rate indicates that a substantial share of families have incomes below a level thought to be required to buy necessary food, services, and other goods. A growing poverty rate tends to generate both public concern and policy action.

Poverty is officially measured by comparing family income to a nationally determined threshold. The poverty threshold was \$17,463 annually for a family of four in 2000. In recent years, there has been much debate over the appropriate measurement of poverty. Many have argued that family income needs depend on local standards and thus the poverty threshold should be measured relative to median family income in the region. For example, using half the California median family income would lead to a poverty threshold of \$26,347 for a family of four in 2000.

This issue of California Counts begins with an investigation of poverty trends in California under these two measures. We also present a measure of poverty adjusted for high housing costs in the state.

However, understanding the level, trend, and measurement of poverty at the state level provides an incomplete picture of poverty in California because of the high variation in poverty across regions and demographic groups. We explore the demographic dimensions of poverty by region of residence, race/ethnicity, place of birth (foreign-born or U.S.-born), family structure, age, and work status.

California's Growing Poverty

The data for this study come from the March file of the Current Population Survey (CPS). This is the survey used by the U.S. Bureau of the Census to measure official poverty

statistics. The CPS measures pre-tax money income. As with the official measures, we have not attempted to adjust for nonmonetary income and benefits.

The poverty rate is measured as the share of people who live in families with income at or below the official federal threshold. For example, in 2000, a family with two adults and two children was considered poor if its annual income was below \$17,463. The current thresholds were developed based on the cost of a minimum diet multiplied by three to cover the cost of nonfood items. A multiplier of three was chosen based on average family income relative to food expenditures in 1955. The official poverty thresholds are adjusted annually for national inflation each year. A recent panel commissioned by the National Academy of Science (Citro and Michael, 1995) noted several weaknesses of the official poverty threshold, including that the threshold does not adjust for the different needs of working families (e.g., child care) and that it does not take into account access to health insurance, taxes (e.g., the Earned Income Tax Credit, EITC), and nonmonetary benefits (e.g., Food Stamps). Nevertheless, the official poverty measure is valuable in that it has provided a consistent measure of poverty over several decades and across all states and localities.

In the late 1990s, poverty in California declined substantially. The state poverty rate peaked at more than 18 percent during the recession in 1993 and has fallen since then to 12.9 percent in 2000 (see Figure 1). Nevertheless, California has experienced a rising trend in poverty over the past three decades. The poverty rate fluctuates with economic conditions, growing during recessions and falling during prosperous times. Comparing across business cycle peak years provides a sense of the longer-run trend in poverty. Comparing 2000 to the last business cycle peak in 1989, the poverty rate was the same at 12.9 percent. This followed a growth trend of previous decades, with poverty growing from

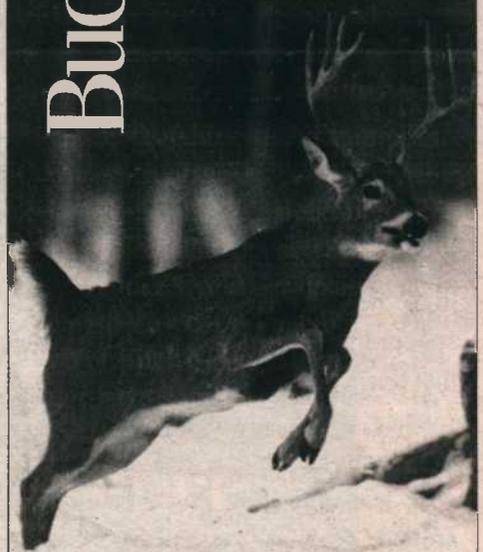
The state poverty rate peaked at over 18 percent during the recession in 1993 and has fallen since then to 12.9 percent in 2000.

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continued on page 36

Foothill Freeway Flying Towards Finish

by Rod C. Jackson

The start of the New Year brings with it the end of a long-anticipated, and long-delayed project in the Inland Empire — the 210 Foothill Freeway extension.

If all goes to plan, more than 28 miles of freeway linking La Verne and Fontana will be opened to motorists by the fall of 2002.

"We're on schedule to open by fall," exclaims Cheryl Donahue, spokesperson for the San Bernardino Association of Governments (SAN-BAG), which has overseen much of the construction work at the local level.

The massive, \$1.1 billion project has been a labor of love or frustration, depending on your point of view. Originally conceived as far back as 1949, the project began to take form in the 1960s, when corridor agreements were executed with the various cities involved in the project, as well as Los Angeles and San Bernardino counties. After several false starts, and disputes such as imminent domain issues in La Verne, the project finally got moving in 1997.

About 6.5 miles of the project lies within Los Angeles County while the balance of the 28.2-mile project sits in San Bernardino County. The scope of the Foothill project is amazing: 49 new bridges, 14 local street interchanges, a freeway-to-freeway

interchange, as well as retaining and sound walls and landscaping.

Essentially, the project had three distinct goals: improve transportation on the northern boundary of the Inland Empire, improve traffic safety by removing a hodge-podge of road alignments, and do all that while improving traffic-related air quality through implementation of carpool lanes.

Trying to accomplish all that by negotiating deals with the two counties and the half-dozen communities involved, as well as coping with oversight by Caltrans, hasn't been easy.

For example, the communities fought strenuously to depress, or sink, the freeway in order to avoid disruption and noise in the neighborhoods that adjoin it. For the most part they succeeded — 80 percent of the freeway is below ground level. In fact, one of the few places where pavement and ground level meet is in Upland, which is just what that city wanted.

"The city is in the process of improving the development of a major residential and commercial project at the 210 and Campus Avenue," says Upland Redevelopment Director Steve Dukett. "If you're a businessman, you want your store to be seen and you want easy access to it by passers-by. The city argued very hard to make sure that the new freeway was at ground level here, and the only

other place where that occurs is a small section in San Dimas."

Another local battle involved the installation of sound walls, which are used to buffer the noise of passing cars and trucks at nearby housing developments. The issue was particularly dicey in Upland.

"Initially, Caltrans said they would only build sound walls where there were existing homes," says Dukett.

That made a number of Upland residents currently living, or planning to live adjacent to the freeway, angry. They felt gaps between sound wall segments should be filled, and formed an ad-hoc citizens group — "We Want Our Wall" or WWOW to lobby their point of view.

In September of 2001, after months of dispute, Caltrans relented under pressure from Upland city officials and the residents got their way. With less than a year now to completion of the freeway, construction is a constant—even distracting—sight along the foothills.

SANBAG's Donahue says the first quarter of 2002 will see the final bridge projects begin at Campus Avenue in Upland, and Amethyst and Beryl in Rancho Cucamonga. Those are the last of the over-crossings, or bridges, required for the project. Finish work is being done on several additional over-crossings, including Haven and Archibald, as well as a

major interchange in Los Angeles County where Monte Vista, Baseline and the freeway meet.

"It looks like the first quarter will see completion of the Baseline and Monte Vista bridges," says Caltrans District 7 spokesman Rick Holland. "That means sometime in early spring will see the traffic moved off of the current detour and onto one of the bridges, most likely Baseline."

"In the spring," Donahue tells *The Inland Empire Business Journal*, "we will see the start of mainline construction, or paving, on the roadbed."

"It's an amazing operation to watch," she chuckles, "because we have this huge machine that can lay concrete two full lanes at a time. It will work up one side from Daycreek Road to the county line, and then back again. Then it repeats the operation on the other side of the median."

That paving project is the foundation of the freeway's three travel lanes and one High Occupancy Vehicle (HOV) or carpool lane to each side of the freeway.

There are already questions being raised about whether the freeway, designed more than a decade ago to handle approximately 150,000 cars a day, has been "under-designed." Some residents in the surrounding communities, and even some civic

continued on page 8

Emergency Funds: How American Families Will Bridge the Financial Gap During a Change in Job Status

A Fidelity Investments®-sponsored Poll of American Heads of Households Highlights of Findings

Two out of five (41 percent) American heads of households report that they do not have an emergency fund to cover three to six months of expenses should they experience a change in job status. That translates to 71 million Americans without

emergency funds.

- A good rule of thumb for every family is to establish emergency reserves to cover at least three to six months of household expenses.

Those without emergency funds list their retirement savings as among the top sources to tap for emergency expenses. The top three reported sources are:

- Borrowing from family and friends,
- Savings account,
- A loan or distribution from workplace savings account or IRA

While almost all (92 percent) retirement account holders are aware that there are taxes and penalties associated with early withdrawals, more than half (54 percent) report

that they do not know how much is at risk.

- Retirement account holders can lose up to half (46 percent) of a distribution taken before age 59 1/2 to penalties and federal, state and local income taxes

Most (60 percent) of American heads of households and/or their spouse/partners have either a workplace retirement savings plan or IRA or both. That translates to 104 million Americans saving in one or both of these retirement accounts.

- More than one-third (35 percent) have an IRA
- Nearly half (46 percent) have a workplace retirement plan, such as a 401(k), 403(b) or 457 retirement

plan

- Two-thirds (64 percent) of American heads of households are employed full or part-time

About the Survey:

A telephone survey of 888 heads of households was conducted for Fidelity Investments by Opinion Research Corporation International among a national probability sample of 1001 adults, comprising of 501 men and 500 women 18 years of age and older, living in private households in the continental United States. Interviews were completed Nov. 16-19, 2001. Results are significance tested to the 95 percent confidence level and reported with a margin of error of +/-3 percent.

Foothill Freeway ...

continued from page 7

leaders, wonder whether the freeway will be able to cope with the traffic load, particularly at rush hour.

Those critics point to the east/west traffic which will shift to the 210 from Interstate 10 a short distance to the south, as well as the traffic which will migrate off local streets and roads to the 210. It is estimated that approximately 43,000 cars and trucks each day will shift from Baseline, Foothill Blvd., and Arrow Highway to the new freeway. Couple that with the traffic generated by the thousands of new homes being built in the region, and it is easy to see why some are concerned.

Caltrans, for its part, points to the relatively minimal impact that opening a small section of the freeway last

summer had on surrounding streets. In August, 2001, Caltrans broke with earlier plans to only open the freeway when the whole 28 miles was done and instead, opened a 5.7 mile stretch on both sides of Interstate 15. This stretch between Fontana and Rancho Cucamonga had the potential of dumping a large volume of cars onto the four-lane artery Baseline at Day-creek Blvd. So far, however, the traffic counts show there's been little impact created by the early opening.

"You can't build your way out of congestion," says Caltrans' Holland. "If you build to ease congestion, then drivers will find the fix and it just becomes another point of congestion. The thing we have to concentrate on is getting commuters to carpool, use the HOV lanes and shift to mass transit."

Caltrans and SANBAG maintain the freeway will be able to handle the loads, but if necessary it can be expanded by building new lanes in the median — as was done recently on

Interstate 10 through Montclair and Ontario. Of course that will push up the price of the project even more.

"Right now it's a three way split," says Donahue. "The majority comes from federal highway funds, a second part comes from the state, and a third portion comes from a 1/2 cent transportation sales tax that we began collecting in 1989 and will continue to collect through 2009."

Others look to completion of the project this fall as an opportunity too good to pass up. Local developers like "The Colonies, LLC" believe the Foothill extension is a magic carpet of concrete leading to their doors.

The company is brokering a massive residential and commercial project, "The Colonies at San Antonio," breaks ground early this year on more than 100 acres of land straddling the freeway at Campus Avenue. "Until the freeway was developed, this property couldn't be developed," says project co-manager Dan Richards.

"With completion of the 210/Foothill project you have quick access to some of the most affluent areas of the Inland Empire," Richards tells *The Inland Empire Business Journal* (See "The Colonies Take Root in Upland.") And even when the freeway opens to motorists this coming fall — that won't be the end of the story.

"We still have an additional eight miles to open from Rialto to San Bernardino to complete," Says Cheryl Donahue. "That's going to take another four years to complete, but we'll get started on it this year, starting construction of two frontage roads near Easton and Casmalis in May."

That, however, is another story for another time. For now, residents of the foothill communities are just eagerly awaiting the convenience the new Foothill Freeway will offer, and which beckons with tantalizingly empty pavement.

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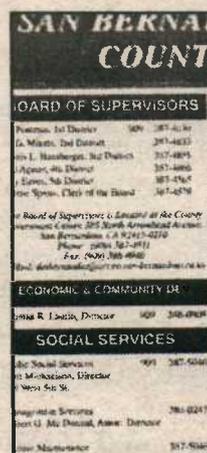
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CORNER ON THE MARKET

5 Easy Pieces

How to Succeed Through Effective Advertising

Courtesy Michael L. Cox & Associates, CPAs

Advertising can increase your car or truck market share — but only if it's done right. To get the most for your ad, first be sure that your dealership has a strategic plan that's built around distinct objectives. Allocating advertising funds to all departments — new car, pre-owned, service, parts and body shop — should help your cause. Lack of a strategic plan lowers your chances of achieving your goals.

If your new and pre-owned departments track every customer who walks in the door, you can find out what types of advertising influenced them. Without a tracking system, you'll spend your ad dollars ineffec-

tively. A tracking system will help you determine what media work best for your dealership.

So what fuels the fire of effective advertising? Here are five easy steps. If you follow them, the results will be worth the time and expense you invest:

1. *Know your target.* As manufacturers introduce new models, your target markets increase. In the past, limiting your advertising campaign to one specific medium — such as a *Yellow Pages* ad — proved to be a strong and adequate use of advertising funds. But no longer. In today's competitive marketplace, you need to track and analyze patterns over an extended period.
2. *Get the most from your market.* After zeroing in on the best target market, make sure you reach out to it repeatedly. This process — known as retail frequency — ensures your marketing message bombards your selected demographic groups. Studies

have shown that consumer response requires continuous exposure to a dealership's marketing campaign. In a competitive field, you must constantly remind consumers who you are and what you have to offer. Continuous exposure to potential markets yields far greater results than intermittent exposure.

3. *Balance frequency with variety.* Using a cross-media message will have a greater effect on potential consumers than using a single advertising medium. Most dealerships need to advertise in several media newspapers, radio, TV, billboards and the Internet.

4. *Be consistent.* Maintain a constant presence in the advertising media that works best for you. At times, budget constraints may mean spending less on advertising. But remain consistent with your advertising frequency and message. Without predetermined advertising campaigns and standards, staying on message is extremely dif-

ficult. So choose a campaign and stick with it.

5. *Track success.* As a manager, you must evaluate the efficiency of each advertising medium against the dealership's marketing strategy to point the way toward the most cost-efficient ad forum. To successfully analyze and make good decisions, study your advertising's cost efficiency regularly. To aid you in this process, ask your sales department to track demonstration rides, closing ratio, referral ratio and repeat customers. Invest in a software system to gather this data and analyze it.

Focus Is the Key

Auto dealerships can profit from advertising. But your ads won't hit home unless they're focused. The five steps outlined here are a great launching point. If you or your sales department need help understanding or implementing any of these steps, we can help. For more information, call (909) 482-4374.

Turbulent Times Increase Virtual Meetings

DDI offers free online tips for successful conferencing

Nearly 20 percent of employees have led 10 or more virtual meetings in the past 12 months, and that percentage is expected to double in 2002 as travel restrictions continue to limit face-to-face meetings. In response to a changing business climate and increased demand from its clients, Development Dimensions International (DDI) has developed a new learning unit called "Leading Virtual Meetings." An abridged version of "Leading Virtual Meetings" is now available for free at www.ddiworld.com/inthenews.

Virtual meetings have become an important part of conducting business. According to a survey conducted by Equation Research for *USA Today* and *Sales & Marketing Management* magazine, many companies that cut business travel budgets this year plan to keep them just as tight in 2002 or pinch even more. Fifty-five percent

said they specifically expect to make significant cuts in travel for meetings and conventions.

Nearly a month ago, when DDI, a global human resource consulting firm specializing in leadership development and selection systems design, offered "Leading Virtual Meetings" to approximately 6,000 of its clients for free, over 1,000 people downloaded the document within a few days of its release. In a recent survey of its clients, DDI discovered that only 28 percent had led a virtual meeting in the past 12 months. However, 100 percent said that they expect to lead virtual meetings in the next 12 months.

The difference is real

"All meetings, virtual or face-to-face, require preparation, a clear purpose and effective leadership," said DDI vice president of workforce and service development, Jim Davis. "When you lead a virtual meeting, you still must do all of the things you did for an effective traditional meeting, but a virtual meeting requires excellent preparation, leadership and follow-up, because participants might be in different time zones, speaking different languages and using various technologies,"

Davis said.

Virtual meetings present their own set of challenges before, during and after. One of the challenges is that it's difficult to keep track of who is speaking and who might be joining or leaving a meeting. Furthermore, it can be nearly impossible to judge reactions or read body language.

Virtual meetings rely on technol-

"All meetings, virtual or face-to-face, require preparation, a clear purpose and effective leadership,"

ogy. Equipment failure, which can occur at any time for any number of reasons, can bring a meeting to a halt. In addition, it is easier for people to hang up and be "off the hook" for action items that were discussed during the virtual meeting.

**Tips from DDI for leading virtual meetings. A more complete list of tips can be found at [\[world.com/inthenews\]\(http://www.ddiworld.com/inthenews\).](http://www.ddi-</p>
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Preparing for a virtual meeting:

1. Invite no more than eight participants (virtual presentations can include more.)
2. Ask the company IT director to sit-in on the virtual meeting.
3. When scheduling the meeting, be aware of time zones and choose a time that is acceptable to all.
4. Test the technology well in advance of the meeting.
5. Create and distribute a communication list that includes all of the participants' telephone, cell and fax numbers, e-mail addresses and office locations. Also, include an emergency phone number for participants to call if technology problems arise.
6. Allow extra time for the meeting to deal with unexpected technology difficulties and late starts.
7. Distribute background information, the agenda and reference material well in advance of the meeting to allow ample preparation time.
8. Establish a site on the company intranet for participants to monitor progress, reference materials.
9. Confirm that all meeting partici-

continued on page 11

COMPUTER SOFTWARE

Mac OS X Gets a New Toy and a New Tool

by J. Allen Leinberger

iPod (The Toy)

Mankind's thirst for portable music has seen many developments over the past half century. The transistor radio. The Boom Box. The Walkman. And now, the MP3 player.

MP3 files are music in your computer, often downloaded from Web sites like Napster, that require no vinyl records, no tape, no turntables. To people of my age, this seems unnatural.

In fact, they work just like the sounds your computer makes when it starts up or shuts down. It is digitally created. In recent years, little listening devices like the Rio and the Jukebox have let people carry this music around, like the old transistor.

Now Apple has released its iPod. It is more expensive than most pocket players, but it does so much

more. As with all Apple equipment — simplicity is key. The new iTunes 2 program, which conveniently runs only on OS X version 10.1, acts as the programming program. The instructions do not tell you, but Command -I (Get Information) lets you list your songs by title and artist and there is also a program file so you can catalog your music by group.

Soundtracks, "Bee Gees," oldies or opera. It only takes minutes to load music into the iTunes from a commercial CD and it only takes seconds to run it from the computer to the iPod through the lightning fast Firewire connection.

Firewire also charges the internal battery of the iPod. Needing no battery door, it is a completely sealed box. The result is a piece the size of a cigarette pack with an inch-and-a-half square backlit screen and controls that can be run with just your

thumb, once you get used to it. The earbuds sit in your ears. You can even sleep with them in. Old time ear pieces used to go deeper in, and had to be cleaned out regularly.

Sound quality is stunning. I could actually hear people moving and breathing in the studio during soft passages of instrumental music.

As amazing as the technology may appear, it is, in fact no different than the average radio station today. I have talked to broadcast engineers who tell me that iPod's 5 Gig internal digital hard drive is no different than what you listen to on the air everyday.

Still, the iPod is simple and convenient and you can program it, through the iTunes controls, to play only the music you like. If you only want two songs off an album, iTunes will put all of the cuts into the system, but you can then delete what you don't want.

I have to imagine that car stereos will soon have such technology. Right now, iPod comes only in white, but considering what Steven Jobs has been doing with Apple lately, multi-colored units cannot be far away. (A leather belt pack wouldn't hurt either.)

Ten years ago, Apple introduced the Newton too soon. It was out long before the world was ready for a PDA. The iPod comes out today as the best in an already crowded field.

Microsoft Office X for Mac (The Tool)

As this column predicted some months ago, Microsoft, which only just released its Office 2001 for Macintosh, has gone to the trouble of putting out what amounts to a completely new Office for OS X, version 10.1.

Over the years, the components of the Office have become standards for both Windows and Mac people. But the changes that OS X and Windows XP have brought have caused Microsoft to start from scratch. Office v. X comes with Word X (Word Processing), Excel X (Spreadsheet) and Power Point X (Slide show) as well as the newer Entourage X, which is a sort of E-mail and address book for the system. It also promises Mac-specific innovations like the Formatting Palette, the list manager and the Project Gallery. There is no telling how Windows people will feel about that.

In order to make it all work under the new system, Mr. Gates had to apply such technologies as Carbon, Quartz, Sheets and Aqua. And his people are claiming that they had to rewrite about 60,000 lines of code to make it all work.

It is still one of the simplest programs to load. Point-and-click in the grand Apple tradition. Actually, if you are running OS 8 or 9 and you are happy with Office 2001, be happy. On the other hand, if you have a new Apple computer and you are running OS X, then you will be looking for Office X. and since OS X also runs OS 9 as Classic, you can run the 2001 in there.

Other companies, like Adobe, are working to rewrite their own lines of code, and, as we have predicted here, there will be new versions out soon. In the meantime, Microsoft is out and available and apparently up and running. Is it perfect? Is it bug proof?

Probably not. What is?

But for the time being, Microsoft Office X is the state of the art and will be until the next program is released.

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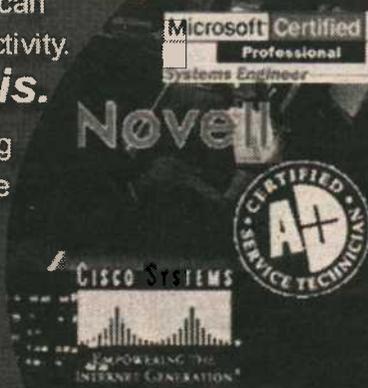
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GETTING ORGANIZED

News Flash! Telephone Interruptions Foiled With Amazing Voice Mail Techniques

by Marla Benson

I've heard it from thousands of people in my audiences. The "Number One Interrupter," the "Number One Time-Waster" and the "Number One Annoyance" is the telephone. We have a true love/hate relationship with our phones. We love them because it's easy for us to pick up the phone to share, give or get information. But we hate the phone because the calls seem to go on and on or it rings at exactly the wrong time. So how do we handle this?

Protect Your Valuable Personal Peak Productivity Time from Telephone Interruptions.

It's really important for you to understand your "Personal Peak Productivity Time." This is the time of day when you are most productive, get the most done and have the most focus. It's crucial to protect your peak productivity time from as many interruptions as possible and that includes incoming calls.

So, let's say it's your peak productivity time and the phone rings. What should you do? Let the call roll over into voice mail. That's why you have it. If you are focusing on the task at hand, don't break your concentration. You aren't doing your callers any favors by picking up. Have you ever called someone; they answer the phone and are clearly somewhere else mentally? You can even hear them tapping on the keyboard. I can't speak for you, but if someone was unable to concentrate on our conversation, I would rather speak to his or her voice mail. Then they can call me back at another time — without the distraction.

Use Your Voice Mail to Help Screen Your Calls.

Scenario: What does the typical outgoing voice mail message say? "Hi, this is Marla. I'm away from my desk or on the phone right now. Leave me a message and I'll get right back to you." That's fine if you really are away from your desk or on the phone right now, but it doesn't work for you or your callers at any other

time. What if you're out of the office for the day or attending meetings for several hours? Now you've got the "Repeat Message Leaver" on your hands. They call you at 9:30 and leave you a message; then they call again at noon and leave another message, and call again at 3:30 and leave yet another message. And now they sound pretty irritated because you haven't returned their call as promised in your outgoing message.

Solution: Change your outgoing voice mail message daily. Your initial response is probably that you just don't have the time to change your voice mail every day. "Why should I? What's in it for me?" The few seconds it takes to do this one technique will save you MANY minutes in the long run. The reason you have the repeat message leaver on your hand is that the poor person believed you! You said that you would call them right back and since you haven't, they just keep leaving more messages.

Here is the five-part formula for your outgoing voice mail.

Identify yourself — yes, people do need to know who they are calling. "This is Marla Benson; today is Mon., Oct. 1, etc.; your status — This means where you will be or what your schedule is for today. This is easy if you're out for the entire day. "This is Marla Benson. Today is Mon., Oct. 1. I'll be out of the office today."

On a regular workday, your status will be more like this: "This is Marla Benson. Today is Mon., Oct. 1. I'll be in the office today, but will be attending meetings between 2 to 4 p.m."

Here comes the beautiful part. Let's say someone calls you between 2 and 4 p.m. and hears your status on your outgoing voice mail message. What are they likely to do? Oftentimes, they will simply hang up! Why? Because you aren't there and they know that you aren't going to be there until after 4 p.m. They called hoping you would be there for them to talk to RIGHT NOW. When they

find out they can't have you RIGHT NOW, they oftentimes:

- 1) Leave a message knowing that you won't be there until after 4 p.m.
- 2) Call you back after 4:00, since that's when they know that they can catch you.
- 3) Call someone else to assist them or better yet,
- 4) They solve their own problem!

What is the advantage to you in having them hang up? First, you don't have to listen to the message. Is that a timesaver? Yes. Second, you don't have to return the call. Is that an even bigger timesaver? You know it.

An Alternative Person (if appropriate) — "This is Marla Benson. Today is Mon., Oct. 1. I'll be in the office today but will be attending meetings between 2 and 4 p.m. If you need immediate assistance, dial 0 for the operator and ask for Steve at extension 123."

When I can be reached or when I will return the call—So now they know that you aren't there but when can they speak to you? A couple of ways you can handle this: "This is Marla Benson. Today is Mon., Oct. 1. I'll be in the office today but will be attending meetings between 2 and 4 p.m. If you need immediate assistance, dial 0 for the operator and ask

for Steve at extension 123. I'll be back in the office on Tuesday and can be reached after 9 a.m."

This is perfectly acceptable, however, if you are serving customers or clients, it isn't their responsibility to call you. It is your responsibility to return their calls, so use phrasing such as: "I'll be back in the office returning calls on Tuesday."

IMPORTANT NOTE: If you say you will return the call on Tuesday, be sure that you do so. Don't make promises that you can't deliver.

For those of you who get many, many voice mail messages, I challenge you to try this technique for one week and then I want to hear from you with your results. I promise that it will really cut down the amount of time you spend listening to messages and returning calls each day, so that you can concentrate on the truly important things on your schedule.

Marla Benson has conducted more than 600 keynotes and seminars in 48 states and Canada and has authored "Shortcuts to Creating & Maintaining Organized Files & Records." To order her book or offer future topic suggestions, contact her at DeClutter_U@yahoo.com.

Turbulent Times Increase ...

continued from page 9

pants have access to and know where to find the background information, technology and intranet site, and 10, be sure to have a contingency plan if the technology fails.

Leading a virtual meeting

1. Start with a roll call.
2. Designate a note-taker so that participants can focus on the meeting.
3. Make the meeting brief and narrow in scope; present information in short segments.
4. Frequently check for understanding and prompt people to participate

(roll calls are useful.)

5. Take short breaks to maintain energy.
 6. Equally encourage involvement of both remote and local participants.
 7. Review action items at the end of the meeting.
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BRAVURA! A Gala Evening of Cuban Ballet!

by S. Earl Statler

The year 2002 will start out with an Inland Empire dance program par excellence! The Blankenship Ballet Company, noted for presenting multi-culture ballet works, will present the premier of their newest ballet *BRAVURA!* ...a celebration of the Cuban ballet on Jan. 5th, 2002 at the Riverside Municipal Auditorium. The ballet brings together numerous Cuban dancers who are major stars in the world of dance. They have studied ballet in their native homeland and became major superstars under the "Hammer and Sickle." The two lead dancers of *Bravura!* left the comforts of stardom while on tour and sought freedom in the United States. *BRAVURA!* features world renown Jorge Esquivel – "Hailed a National Hero in Cuba...considered its most acclaimed male dancer and Alicia Alonso's partner." *San Francisco Chronicle* and ballerina Bertha Suarez – "Her role as Ophelia in *Hamlet* reflects a special artistic insight...that impacts the audience." "Bertha Suarez is an extraordinary ballerina." *Miami Herald*. Ms. Suarez choreographed *Bravura!* and has been the artistic director of The Blankenship Ballet Company since 1997. The company has presented numerous ballet performances for local Inland Empire civic functions and has been a pivotal part of the community's arts presentation during Riverside's annual "Orange Blossom Festival" for 1999 and 2000. "Bravura! includes 19 world-class professional dancers who have been gathered from across the United States that bring a level of dancing only the Cuban spirit can create to Southern California for an evening of unforgettable ballet," says the company's founder Mark I. Blankenship.

Bravura! features a mired of



Internationally renown ballet stars Jorge Esquivel (L) and ballerina Bertha Suarez (R) will be featured soloist in the new Blankenship Ballet Company ballet *Bravura!* The new ballet will be performed at the Riverside Municipal Auditorium on Jan. 5, 2002. The program of classical ballet features a professional company comprised of mostly Cuban dancers.

—Image Design by Matt Blais, MPB Creative Services

dance works, with a contrast in choreographic style and music, including ballet's most beloved classics, *Swan Lake* (Act 2); and the French dance classic *Paquita* (the ballet takes place in Spain during the Peninsular War and tells of a gypsy girl, Paquita, who saves the life of Lucien, an officer in Napoleon's army, from a plot to murder him). The full evening of ballet also includes *Majisimo* (classical Spanish ballet revealing the technical skills of the performers); *Metamorphosis* (evolution of man and life); *Meunecos* (a fantasy of a doll and male soldier who come to life in the magic of moonlight.); *Diana & Actcon* (the tale of a princess, who while bathing in a lake, is noticed by a young man. She enslaves him forever.) *La Pieta* – "Pas de deux (*Ave Maria*).

Bravura! features Cuban ballet stars Guillermo Leyva, Ramón Ramos Alayo, Ramón Moreno, Luis Nápoles, Ariel Cisneros and Orlando Molina. Featured Cuban dancers are Yoria Esquivel, Maydée, Peòà, Patricia Peres and Angelica Diaz. Featured Latina dancer is Giselle Menacho. Jennifer Goodman hails from the USA, and from our neighbor up

north, Canada, Ruth Fentroy. The Blankenship corps de ballet will feature 12 professional ballet dancers from the Southern California area.

The Blankenship Ballet Company, LLC, was created through the artistic endeavors of Mark Blankenship in 1996. Blankenship,

a Yale-educated venture capitalist and attorney has been an active impresario of the ballet arts. The efforts of Blankenship as an impresario have distilled a series of performances and a methodology of ballet instruction that have inspired him to pursue a higher standard of excellence and professionalism through the establishment of a sophisticated Ballet Arts Emporium.

The Blankenship Ballet Company is a professional ballet company that includes as its members the legendary Cuban ballerina Bertha Suarez. The Blankenship School of Professional Ballet is a professional school of ballet that includes the artistic direction and ballet instruction of Ms. Suarez, and that has matriculated many talented professional students.

The Riverside Municipal Auditorium is located at 3485 Mission Inn Avenue, Riverside, CA. Tickets are available at Riverside Municipal Auditorium box office, (909) 788-3944 or at any Ticket-Master outlet. Ticket price: \$28.50, \$33.50, \$38.50. For info - www.blankenshipballet.com.

A Look Ahead to 2001

For this reporter the BIG event for live theater in 2002 will be Los Angeles Opera's production of *Gi-*

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Timing is Everything When Implementing a Corporate Strategy in a New Position

Lee Hecht Harrison Outlines Five Common Traps for New Executives to Avoid

Moving to a new position is always challenging for today's top executives, with the need to adjust to different responsibilities and commutes, or perhaps even relocate to a new area. Still, one of the most difficult challenges executives face when starting a new position is the

task of developing and implementing their own corporate strategy. What's the best timing to implement this strategy once they arrive at a new company? Executives differ in their responses to this question, according to a recent informal survey by leading career services firm Lee Hecht Harrison, but all agree that timing is key.

While most executives say every situation is unique and each dictates a different approach, many believe it's best to take a cautious approach and become aware of the new surroundings before effecting any plans in the organization. "It depends on the particular situation. Before you do anything, you should really get your feet on the ground,

see who the players are and what the environment is like. In my recent position, I was able to make the moves I needed to implement my corporate strategy and vision for what I wanted to accomplish by the fourth week after taking over," says an IT executive for an entertainment company who participated in Lee Hecht Harrison's informal survey.

Other surveyed executives warn against making fast, drastic moves that could jeopardize an executive's standing in the new company. "Starting a new position always has its particular challenges. Certainly, you want to build a management team and to put your vision in place, but you don't want to throw everything out and antagonize yourself

with the people you work with," says a senior executive with a large healthcare firm. This executive also stresses the importance of building relationships *before* starting to implement a corporate strategy. "It's about taking your philosophies and making them fit into what is acceptable in the existing culture. You also have to remember that when you're new, everyone expects results quickly. That's why it's important to establish relationships in your environment that will allow you to achieve your goals faster."

Another senior executive, who is currently in career transition and preparing for the challenge of a new role, shares this view: "Upon arrival

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EMPLOYERS GROUP

New OSHA Reporting Rule is Effective January 1

by Dagmar Muthamia, SPHR
Staff Consultant

In June, the Department of Labor announced that most of the changes to the rules for recording injuries and illnesses made by the Clinton administration will go into effect on Jan. 1, 2002. The purpose of the changes is to simplify reporting and make it easier to track the nation's safety record. The changes require that employers complete the new OSHA Form 300 (Log of Work-Related Injuries and Illnesses) and OSHA Log 300A (Summary of Work-Related Injuries and Illnesses) in place of the OSHA Form 200. Cal-OSHA will require the use of the federal forms. The new forms with instructions and additional information are available on the OSHA Web site (<http://www.osha-slc.gov/recordkeeping/index.html>)

Like the former rule, employers with 10 or fewer employees are exempt from most requirements of the new rule, as are a number of indus-

tries classified as low-hazard, such as: retail, service, finance, insurance and real estate sectors. However, all employers are required to report any workplace incidents resulting in fatalities and the hospitalization of three or more employees.

Summary of Changes

- Creates one set of criteria (instead of two) for recording work-related injuries and work-related illnesses.
- Requires that the log include injuries and illnesses resulting in death; days away from work; restricted work or transfer to another job; medical treatment beyond first aid; loss of consciousness, or diagnosis of a significant injury or illness by a physician or other licensed health care professional.
- Includes new definitions of medical treatment, first aid and restricted work to simplify recording decisions.
- Requires that a significant degree of aggravation occur before a

pre-existing injury or illness becomes recordable.

- Limits the recording of cases involving eating, drinking of food and beverages, common colds and flu, blood donations, exercise programs, mental illnesses, etc.

- Clarifies the recording of "light duty" or restricted work. Requires employers to record cases where the injured or ill employee is restricted from normal duties, which are defined as those activities the employee regularly performs at least once weekly.

- Requires employers to record all needle stick and sharps injuries involving contamination by another person's blood or other bodily fluids.

- Replaces the term "lost workdays" with "days away from work" and requires that all calendar days be counted whether or not the employee was scheduled to work.

- Creates a new summary form (OSHA Log 300A) that must be posted for three months (February,

March and April) instead of one (February). The summary must be certified by a company executive.

There are two more significant changes that will be delayed for one year pending further investigation and discussion. They are: 1) The requirement to record a Standard Threshold Shift (STS) in hearing is being delayed pending a decision on the level of hearing loss that should be recorded as significant. 2) The new rule's definition of "musculoskeletal disorder" (MSD) which has been delayed as a result of the rejection by Congress of the ergonomics rule promulgated in Nov. 2000.

It is important to note that employers must continue to use the OSHA 200 log for all incidents occurring in 2001. The OSHA 200 log for 2001 will be the log to post during February 2002.

Timing is Everything When Implementing a Corporate Strategy in a New Position

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at the new company, I plan to further develop and fine-tune my strategy as I gain understanding of the new company through observation and learning. The core areas I will focus on are assessing the current culture and strategy, the decision-makers, formal and informal leaders, reporting relationships, how decisions are made or not made, and what the metrics are. Once I feel I have an understanding of the company, I will validate and modify my strategy, if necessary, then develop tactics and begin to implement it."

Stanlee Phelps, senior vice president and master coach for Lee Hecht Harrison's Western region

agrees that it's better for executives just starting new positions to not rush to implement their strategy. She also recommends that executives "do their homework" before showing up for the first day to learn as much as they can about the culture, issues and priorities, as well as try to understand who the important players are in the organization. "It's really important for executives to get grounded before making changes, so they don't make the wrong ones," says Phelps.

In addition, she warns executives to be aware of the following common traps to avoid in implementing their corporate strategy:

Trap No. 1:

Don't fall behind the learning curve—Be prepared before entering the job. It's best for executives to analyze the issues they will be facing, develop a compelling corporate strategy and ensure they have the political support they need to implement the strategy.

Trap No. 2:

Don't become isolated—Employees need to see the executive to feel comfortable with him or her, so it's important for the executive not to hang out exclusively with the "big boys."

Trap No. 3:

Don't become arrogant—Some executives think they have the answer to everything and know exactly how they're going to fix things. Instead, they should remember that there are no quick-fix solutions in today's business world.

Trap No. 4:

Keeping people who are mediocre performers will not serve any purpose.

While it's best to abstain from drastic changes at first, not making personnel changes for the benefit of the organization quickly enough can also pose problems for a new executive.

Trap No. 5:

Don't try to do too much, too soon—Executives need to be careful and prioritize their goals, not over-promise, because that excites people in the organization and sets them up for disappointment when promises are not met.

Still, not everyone agrees with taking a cautious approach. For instance, one managing consultant for a global human resources firm says the best timing for implementing a corporate strategy is *immediately* after arriving at the new company. "I believe that you need to hit the ground running," she says. "Obviously, you are making first impressions and building valuable credibility that will set the tone for your new career. My recent experience in changing careers/companies has put a skip into my step with unlimited energy and passion for my new career. Capitalize on it!"

CLOSE-UP

A Good Heart, Spunk and Personality Plus Aid Katrina Clardy in Her Life's Work — Caring for Those Often Forgotten by Society

by Jon Morris

Katrina Clardy doesn't flinch when dealing with mental illness. She sees people every day who are extremely troubled and badly need help.

"They might have bipolar disorder or schizophrenia," she said. "You need to have a good heart in dealing with these people. You need to help them become 'socially appropriate.'"

Clardy knows how to deal with those in her care. She has 32 years experience as a caregiver and is currently president of the Professional Careprovider Society, Inc. in San Bernardino. Her agency serves San Bernardino, Riverside and Los Angeles counties.

"Things can get hairy," she said. "Caregivers do the same job as a psychiatric technician in a locked ward in a hospital. But caregivers have to go toe-to-toe; they can't use restraints or give them medicine to calm them down at a board-and-care home. And they receive less pay and less training than the hospital technician."

"That's where we come in," said Clardy. "We offer training and we improve the quality of care for those in need." The non-profit agency, which opened two years ago, offers education and training for entry-level caregivers and front office staff and administrators of board-and-care facilities. It also houses a recreation center for developmentally disabled persons on 6,000 square feet of space at 245 E. Redlands Blvd.

"We provide social activities for the disabled through our 'friendship club' which is open at no cost to those individuals," Clardy explained. "We have parties for every holiday, including Halloween, Christmas and Valentine's Day."

Clardy said her agency offers state-approved trainers who prepare caregivers for service in group homes for teenagers, residential facilities for the elderly, and adult residential facilities. "They learn about crisis prevention, documentation, and maintaining the health, safety and welfare



Katrina Clardy shares some of her 32 years of experience in the caregiving field with the Inland Empire Business Journal.

of everyone in their charge.

"We have 260 hours of training, and the caregivers become state certified," she said. "There is no cost for the entry-level care givers, but we do charge fees for training staff and administrators."

Clardy emphasized that untrained caregivers might become abusive when placed in board-and-care homes. "We weed those people out during our training," she noted.

Her agency actually attempts to find people needing work, who also care about developmentally disabled, elderly, or teenagers with problems. "It's like a welfare back-to-work program," she explained. "Some folks don't have a high school diploma, only a GED. We try to help them make some sense of their lives and get back into things."

Entry-level caregivers spend six weeks in the classroom, have two weeks on the job training in a board-and-care home, and then two weeks back in the center completing the training, she said. "They learn CPR, first aid, and they get fingerprinted. They also learn how to deal with developmentally disabled persons — those with Alzheimer's disease, dementia, as well as with 'at risk' youth.

"The money we get from administrators' training goes to the center for entry-level caregiver training and the friendship club activities," she added.

Aside from running the Professional Care-provider Society, Inc., Clardy also owns and operates three board-and care facilities in San Bernardino. She has a master's degree in psychology from UCLA, but emphasized caregivers do not need a college degree. "You need to have a good heart. It's hard to find someone with the kind of patience to handle disabled people and those whose whole lives have been dysfunctional.

"There are those with mental and physical handicaps," she commented. "We also deal with teenagers caught up in the juvenile justice system — they could have been in gangs, on drugs, victimized by molesters, or faced betrayal by parents."

Clardy said the majority of the population does not want "this kind of job (caregiver). You have to put your own issues aside and be able to provide care for others." Her agency is pleased when it finds good caregivers. "We have a recognition banquet each year in February," she said. "The mayor of San Bernardino, Judith Valles, this year declared Feb. 15 to be Careproviders Day in that city.

"Who else tells them (caregivers) they are doing a good job?" she asked. "We tell them they are appreciated, that they are a unique bunch." Clardy lamented that the only time people hear about group homes is when there are incidents of abuse. "You don't hear the success stories," she said.

"Ninety-nine percent of the homes have success—the one percent you hear about in the press (involves) caregivers who haven't had the proper training."

She noted that all facilities are

monitored through state and county licensing and the Department of Public Social Services (DPSS). Clardy said her agency works hard to eliminate any possible abuse in board-and-care homes. "We have state certified training. I have one criteria before you can attend any of my classes — you cannot have a felony conviction on your record."

Some potential caregivers are sent to her agency through the Job Training Partnership Act, (JTPA) a state-funded program which pays part of the cost for the training, she said. "Others just show up here. We encourage all who are interested."

Clardy, 51, has seen many entry-level caregivers in her 32 years in the business. She began her career by working part-time for her mother in a group home for teenagers in Los Angeles. "I watched my mom and learned from her. My mom was a nurse, but I chose to major in psychology."

She experienced no satisfaction working with "so-called normal" people. "I chose to work with the mentally challenged or developmentally disabled — either retarded or autistic and those with mental illnesses such as bipolar disorders, or mood swings."

Clardy later moved to San Bernardino, where she opened three board-and-care homes. Her mother currently operates two homes in Perris, in Riverside County.

"She even attends some of my classes—after teaching me how to be a caregiver," Clardy said. "It's funny, she will tell me she actually learned something in my class."

Clardy and her husband, George, have four grown boys and seven-grandchildren, and live in San Bernardino. Her husband works with her, coordinating transportation for disabled persons at her facilities.

"He keeps me organized," she said. Clardy may be reached at the careprovider society office at (909) 883-8478. The fax number is (909) 881-6064.

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One unique feature of Empire Lakes Golf Course is the presence of three PGA-certified professional golf instructors. Along with Shannon, Michael and Myung Marcum bring over 16 years each of golf and teaching experience. Michael is director of the School of Golf at Empire Lakes, and the

husband-wife team offers a full schedule of group, private and junior lessons. Additionally, Michael and Myung use their extensive clubfitting experience to help players improve their game with Titleist and Henry-Griffitts clubfitting services. With more than 1,500 different clubfitting options, Michael and Myung focus on variables such as length, shaft material and lie angle, and observe swing technique to develop a custom-made set of clubs for each individual golfer.

In addition to golfing opportunities, Empire Lakes Golf Course also offers competitively priced tournament packages available for everything from a large corporate tournament to a small family reunion. The tournament staff works in-depth with clients to provide a customized tournament complete with set-up, special contests, instruction, and

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"Our goal is to make every experience at Empire Lakes Golf Course memorable. Whether you're here to take advantage of our driving range, to take part in a round of golf with friends, or to participate in a tournament, Empire Lakes Golf Course will live up to your expectations," Shannon concluded.

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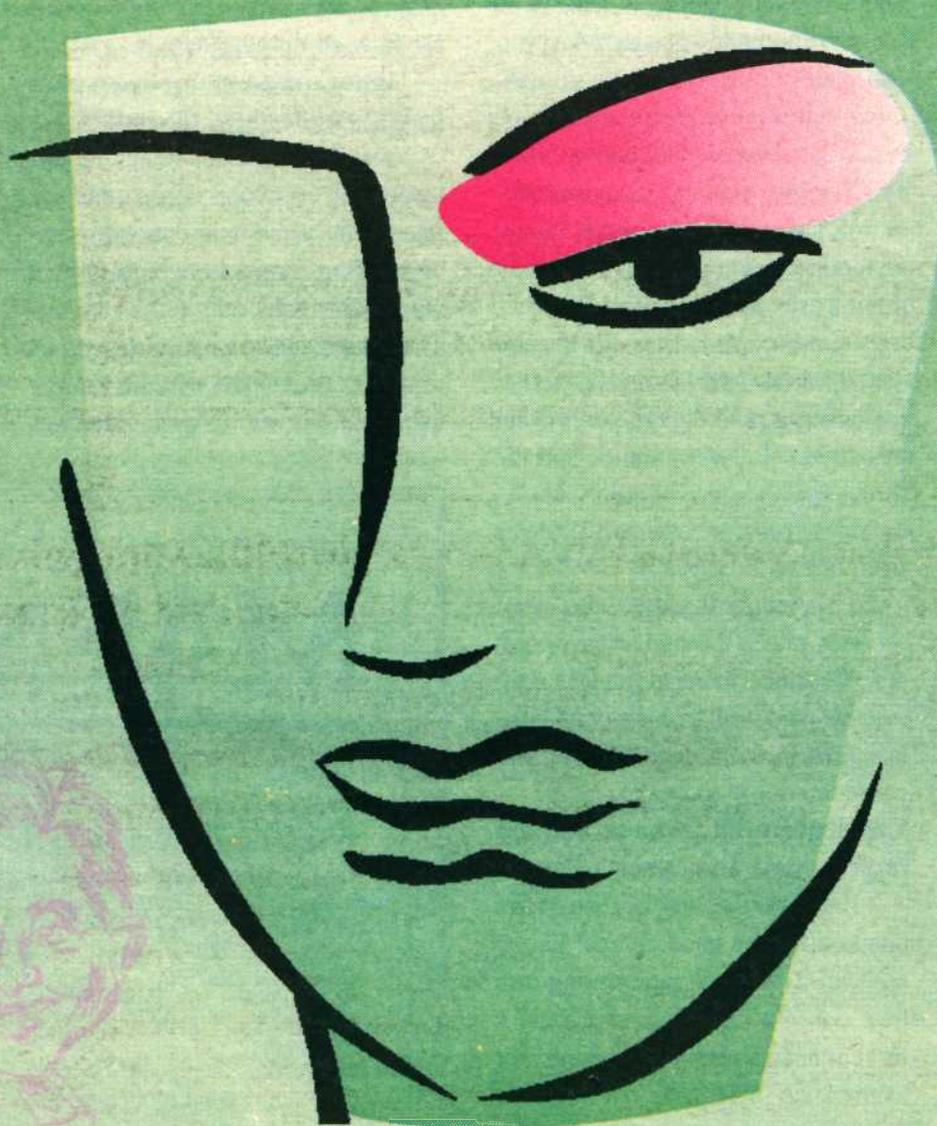
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LAW

Prevailing Wage Law Is Problematic for the Geotechnical Industry

Situation

Effective January 2001, California's Prevailing Wage Law — originally enacted in 1931 to protect the construction industry — was expanded to include ancillary industries including geotechnical consulting. However, the union-derived prevailing wage concept does not neatly merge with the structure of the highly professional (vs. "blue collar"), non-union geotechnical industry. In its first year, this new legislation has spawned a host of problems for leading geotechnical consultants that negatively impact the industry and local citizens.

Problematic Issues

The geotechnical industry is not aligned to the union-based structure encouraged by the Prevailing Wage Law. Unlike the construction jobs, geotechnical positions, tasks and projects do not break down easily into clear-cut categories and detailed sub-divisions. For instance, the law specifies how many hours an apprentice and a journeyman must spend on specific jobs; however, the geotechnical industry does not classify its workers into these categories making it challenging to identify the appropriate "worker" for the job.

In addition, most geotechnical workers are white-collar professionals rather than laborers, which further complicates and confuses the process of defining prevailing wage positions, levels and tasks. It can create an unbalanced pay structure where uneducated blue-collar workers make as much money on a prevailing wage job as a white collar, educated professional.

Time billing becomes a more laborious process as well. In the construction industry, it is common for a laborer to work on one project for an extended period of time, making the billing process straightforward and relatively simple. On the other hand, geotechnical consultants may work on one or numerous projects per day and because of prevailing wage, have to follow additional procedures, making payroll and billing a more diffi-

cult procedure for both consultants and accounting departments.

Difficult to identify prevailing wage projects

Unlike the federal government that is required to identify prevailing wages jobs up front, the state level is not required to, which places the responsibility of identifying whether or not the job qualifies for prevailing wage, on the geotechnical firm. Identifying the job is easy when it is completely financed by the government, but more difficult when a job is partially funded with private money. The geotechnical firm must research RFP to uncover if ANY public funds are being used thereby making it a prevailing wage job.

Non-compliance, even if accidental, carries stiff financial penalties including a \$50 charge per worker per day of non-compliance and the threat of being barred ("black-balled") from government projects from one to three years.

This jeopardizes the quality of services gained through healthy competition since many reputable consultants who wish to comply with the law refrain from even bidding because the risk is too great.

Expensive to implement and enforce — time and money

Because the law has not been adapted for the geotechnical industry's infrastructure, interpreting it to best comply with it has become a monumental, costly undertaking. For example, in six months, one Leighton & Associates executive devoted the equivalent of two man months to learning, implementing and maintaining prevailing wage practices.

Payroll costs increase as well. The law requires certified payroll and a host of accounting-related procedures that require hiring additional staff and incurring additional processing costs. For example, there are multiple pay scales for the same person performing a combination of prevailing wage and non-prevailing wage tasks, which have to not only be adhered to but also adjusted twice annually when the California De-

partment of Industrial Relations reviews and often changes them. The wage differential between a non-prevailing wage job and a prevailing wage job alone can account for an average of \$10-\$20 per hour.

Many geotechnical firms, like Leighton and Associates, are also incurring the expense of an attorney that specializes in prevailing wage to ensure they understand the law and are fully complying with it.

Ignorant/unscrupulous contractors undermine the industry

The law has also created an environment in which companies are intentionally and unintentionally underbidding projects which prices compliant firms out of the market. These are usually smaller unscrupulous operations that win the project using non-prevailing wage rates, get

penalized for non-compliance which financially destroys them, goes out of business and then re-opens a company under a new name.

The law has also made the primary contractor/consultant responsible for the compliance of subcontractors mandating that the contractor must pay the out-of-pocket difference in wages AND penalties for non-compliant subs.

Higher taxes for Calif. citizens

In expanding the Prevailing Wage Law to the geotechnical industry, the state has potentially increased the financial impact for taxpayers whose taxes fund public works projects. If projects become more costly to build and additional funding is needed, it could force an increase in state taxes.

continued on page 36

MANNERINO

LAW OFFICES



"Laws were made to be broken"
Christopher North, May, 1830

"Had laws not been, we never had been blam 'd; for not to know we sinn 'd is innocence"
Sir William Davenant
1606-1668

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HEALTH

American Heart Association Journal Report:

Burning off a little heart muscle stops rapid heart beats in infants

A treatment that corrects rapid heart beats by burning away small amounts of heart tissue is equally as effective and safe in infants as it is in order pediatric patients, researchers report in today's *Circulation: Journal of the American Heart Association*.

Radiofrequency catheter ablation (RFCA) involves threading a catheter with an electrode at its tip into the area of the heart that is causing a patient's rapid, uncontrolled heartbeats, a condition called tachycardia. Then a mild, painless burst of radiofrequency energy, which is similar to microwave heat, is used to destroy about one-fifth of an inch of heart muscle.

Overall, the procedure was about 90 percent effective in treating tachycardia in this study.

"The findings hold great significance for both patients and physi-

cians," says lead author Andrew D. Blafox, M.D., assistant professor of pediatric cardiology at the Medical University of South Carolina in Charleston. "Where you have infants with serious arrhythmias, some clinical problems, and who need multiple drugs to control their heart rhythms, ablation is a real alternative."

The infants who were treated with RFCA were sicker and had more serious heart arrhythmias than older patients. "The fact that infants are often sicker than older children when they have arrhythmias is a compelling reason to find a definitive cure, such as RFCA," says Blafox.

Physicians began treating patients with RFCA in the late 1980s. Over the years, success rates have risen and the rate of complications has dropped. Indeed, because the procedure is often more successful than drug treatments, it has become a standard therapy for many arrhythmias in pediatric patients.

However, safety and efficacy issues have remained regarding the use of RFCA in infants. Animal studies, for example, have suggested that in

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Stress-Less Resolutions for the New Year

by Carol Wissmann

RESOLVED: To reduce the amount of stress in my life.

There. I've committed it to paper. My 2002 New Year's resolution. Now what? How? Where do I begin? This is even now looking like one more impossible item in a "To do" list that already stretches to the Fourth of July. My eyes scan my desk nervously and linger on a burgeoning stack of unopened mail. On top lies a catalog titled "Stress Less." Hmmmm—that could contain my answer. I'm hoping for a quick fix. It's loaded with products from wristbands that measure blood pressure to toasty teddy bears stuffed with herbs that you pop in the microwave and heat. But am I supposed to cuddle the honey-colored ursus or coddle it? No time to research it now. I've deadlines to meet. No time. Deadlines, no time—.

(2 days later)
STILL RESOLVED: But, overwhelmed. I turn to the experts.

Krs Edstrom has been coaching the harried for over 20 years. Through her retreats, radio program, lectures, and private phone consultations, her business, "Get Motivated," helps those such as I. I talked with her at her southern California home. "Exercise," Edstrom advised—and it needn't be of the "drive to the gym and work out for one hour variety." Her "No Time to Exercise" program offers 60 second at-your-desk exercise breaks. For instance, for an effective upper-body workout try 10 desk-top push-ups. Stand 3-4 feet from desk, palms down on edge of desk, body rigid and at a straight angle. Lower body and straighten elbows 10 times. Or isometric stomach contractions can be done while sitting at a desk or driving. "Climbing two flights of stairs takes only a few minutes," says Edstrom, and the movement helps counteract the adrenaline that comes with our bodies natural reaction to stress. "In fact,

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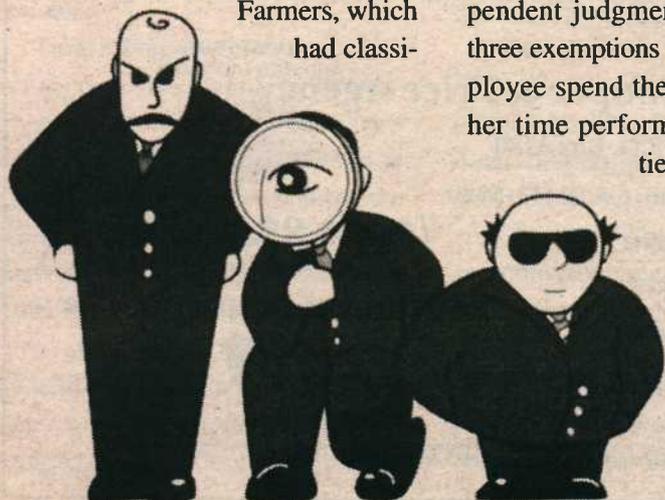
by Scott Brutocao

It could happen to any employer. You have a class of employees in a very important role for your business enterprise, and you naturally assume that these employees, on a salary, are exempt from the overtime laws. After all, they are paid a decent amount of money; they occupy a position that requires the use of substantial discretion; and you know that "administrative, executive, or professional" employees are exempt, so you figure that at least one of those buzzwords fits your employees.

Not necessarily so. As Farmers Insurance Exchange recently learned when it was ordered to pay \$90 million in damages to employees who were misclassified as exempt; it is easy to make a mistake. At issue for Farmers was a class action brought by about 2,400 current and former claims representatives who alleged that they were illegally denied overtime pay. The employees' primary duties were to handle insurance claims. Their responsibilities included: settling claims — "determining liability; setting and/or recommending reserves; recommending coverage; estimating damage or loss; providing risk advice; identifying subrogation rights; detecting potential fraud; determining whether reservation of rights letters should be sent, and representing the company at mediations, arbitrations and settlement conferences.

Sound exempt to you?

It did to Farmers, which had classi-



fied the claims representatives as "administrative" employees exempt from overtime under state and federal law. A trial court disagreed with Farmers' classification, and decided as a matter of law that these employees were not exempt. The appeals court recently agreed. The decision, along with the subsequent \$90 million damages verdict, sent shock waves through the State of California.

The decision in Farmers, however, did not come out of the blue. For the last few years, there has been a surge in employee class actions challenging employers' classifications of certain positions as exempt. Many of these cases have settled for huge sums of money. Farmers is different because there is a published decision establishing Farmers' liability that can be used as precedent by future plaintiffs against other employers.

How could Farmers have gotten into this situation?

To understand where Farmers went wrong, a brief overview of California wage and hour laws is necessary. In California, there are three primary exemptions to the daily and weekly overtime requirements, commonly referred to as the "executive," "professional," and "administrative" exemptions. All three exemptions require at a minimum that the employee earn a salary of at least twice the state's minimum wage (which translates into \$2,166.67 per month, and starting Jan. 1, 2002, \$2,340.00 per month), and that the employee regularly exercise discretion and independent judgment. In addition, all three exemptions require that the employee spend the majority of his or her time performing "exempt" duties.

What is considered "exempt" duties could be the focus of its own treatise. Generally, "executive" employ-

ees must manage at least one recognized department or subdivision of the business, supervise two or more employees, and have authority to make significant personnel decisions. "Professional" employees are generally licensed by the State of California, such as: attorneys, engineers, and certified public accountants, but also include artistic employees who perform original and creative work. "Administrative employees" typically must perform work that is directly related to business policies or general business operations of the employer.

Farmers decided that its insurance claims adjusters fell within the "administrative" exemption to the overtime laws. According to Farmers, this is consistent with how most insurance companies around the country have classified their claims adjusters. However, the court found that to fall within the "administrative" exemption, employees must actually do administrative functions as opposed to being "production workers." The court distinguished between true administrative employees, whose work was "directly related to management policies or general business operations" of the employer, and production employees, "whose primary duty is producing the commodity or commodities, whether goods or services, that the enterprise exists to produce." The Farmers employees, in the court's view, did not perform an "administrative" role at all, but rather "produced" the services that Farmers existed to produce. Therefore, they could not be considered "administrative" employees and were nonexempt.

Steps to take

There are a number of steps an employer can take to minimize its liability in light of Farmers and the explosion of wage and hour class actions in California:

- Carefully review your job descriptions for accuracy. First, ensure the accuracy of the job descriptions that you have prepared for your ex-

empt positions. An inaccurate job description can be a strike against an employer in many types of lawsuits. If you don't have job descriptions for positions you claim are exempt, now is a good time to prepare them. Second, periodically review your job descriptions. Over time, jobs change, and far too often Human Resources will be the last to know. Prudent employers will establish procedures for periodic monitoring of job descriptions to ensure that they are current.

Educate your Human Resources staff. Exempt/nonexempt classifications are one of the most misunderstood areas in employment law. There is still a misconception among some employers that the test for exempt/nonexempt status is whether the position is salaried. Make sure that the people making the decisions on classifications are fully aware of the laws in this area.

- Compare each job description with the exact requirements of the applicable exemption. Check to see whether the job you have created is really "exempt." This is the most difficult part. You will first need to understand all of the criteria that will be considered in determining whether the job is truly exempt. In California, there are a series of regulations, commonly referred to as "wage orders," that apply to California employees. Each employer will be governed by one of the wage orders. Most wage orders have an identical discussion of the requirements of the executive, professional, and administrative exemptions, although you should make sure by reviewing the wage order applicable to you. All the wage orders can be found at <http://www.dir.ca.gov/lwc/WageOrderIndustries.htm>. After you have determined which wage order is applicable to you, read through the applicable exemptions and see if your position is properly exempt.

- Beware the hybrid manager/production worker. In many industries, especially in these times of downsizing and reduced staffing,

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DESERT JOURNAL

Kiner/Goodsell Announces Hiring of Senior Art Director/Production Manager

Kiner/Goodsell is pleased to announce the hiring of Steve Johnsen, who brings more than 20 years of ex-

perience in press supervision and art direction to the position of senior art director/production manager.

Johnsen was previously senior art director for Creative Company in Salem, Ore., where he was responsible for bringing projects to the creative department and finishing them within budget and on time. He supervised the design and production phases of each project, working

closely with the account manager, graphic designer and client.

Prior to that, Johnsen was a partner, consecutively, with the Los Angeles design firms of Johnsen-Simpson and Walter/Johnsen. A graduate of California State University at Long Beach, Johnsen spent the early part of his career honing his craft with a number of agencies and freelance clients in the Los Angeles area.

Kiner/Goodsell Advertising is a full-service marketing firm offering a wide array of advertising, marketing, public relations and graphic design services. Kiner/Goodsell is also the parent company of Vision Marketing and Desert Regional Marketing. For more information, please visit <http://www.kgadvertising.com>.

The Yard House Opens at the River at Rancho Mirage

Upscale Eatery, Featuring the World's Largest Draft Beer System, Makes Its Desert Debut Near Palm Springs

As of Dec. 10, Coachella Valley residents—and the throngs of visitors who flock to this palm-studded resort area—can now tap into the fun and excitement at the new Yard House. This upscale eatery, located at the new River at Rancho Mirage, a lifestyle marketplace situated at the intersection of Highway 111 and Bob Hope Drive near Palm Springs, opened its doors for dinner on Dec. 10-16, and began serving lunch daily at 11 a.m. thereafter.

At 12,916 square feet with a 582-guest capacity, the new Yard House is among the area's largest eateries. Boasting a lofty decor, state-of-the-art Waldorf-style kitchen, and a signature oval bar where glass yards dangle above the fleet of 200 tap handles, the Yard House features an eclectic menu of "American Fusion cuisine."

Under the toque is Executive Chef Carlito Jocson, who was recently nominated "Chef of the Year" by the California Restaurant Writers Association

and is among the great chefs of Orange County. Chef Jocson, who is also ranked among the Top 1000 Chefs in America, infuses traditional American favorites with Asian flavors and seasonings. Classics such as the Caesar salad is updated with seared ahi, and hearty half-pound burgers are oak-grilled. Individual pizza, pasta, steak, rice dishes and fresh fish are also prominent on the menu.

With 200 taps of beer, everything from the obscure Hollywood Blonde to the classic taste of Coors Light can be savored. The restaurant's name is derived from an early Colonial tradition of serving 36-inch tall glasses of beer — or yards to weary stagecoach drivers.

The Yard House has reintroduced this long-standing custom, and guests seem content sipping their favorite ale from these uniquely shaped glass containers, which measure three-feet tall. For the more modest consumer, beverages are also served in half-yards and traditional pint glasses. There is also a full bar and a martini menu available. In addition, the Yard House boasts a state-of-the-art audio system that plays continuous classic rock throughout the day.

"We're very excited to be part of the new River at Rancho Mirage," says Steele Platt, co-founder and chief executive officer of Yard House Restaurants, LLC. "We've had tremendous success in both Los Angeles and Orange

Counties, and we're confident the restaurant's popularity will continue to grow as we expand the concept across Southern California and beyond."

The flagship restaurant, located along the waterfront in Long Beach, was recently ranked among the Top 4 Independent Grossing Restaurants in all of California by *Restaurants & Institutions Magazine* with an overall national ranking of 55. In the same survey, the popular eatery ranked 11 nationwide among restaurants serving the most people.

Earlier this year, the Yard House rapidly rose from 24th place to rank number three among Los Angeles County's Top 25 Independent Grossing Restaurants according to the *Los Angeles Business Journal*. The publication, which noted the Yard House had made the biggest leap from the previous year, based its findings on gross sales for 1998 and 1999, as well as the number of people employed by each restaurant. Information was also obtained from the Directory of High Volume Independent Restaurants '99, Tampa, Florida; 1999 Zagat Survey; as well as the restaurant representatives themselves.

The new Yard House in Rancho Mirage is located at The River at Rancho Mirage at the intersection of Highway 111 and Bob Hope Drive near Palm Springs. For more information, call 760.779.1415 or take a virtual visit at www.yardhouse.com.

LORI E. WEIGANT, CPA OPENS NEW ACCOUNTING PRACTICE



Lori E. Weigant, CPA opens new practice in Palm Springs.

Previously a partner with the accounting firm Maryanov, Madsen, Gordon & Campbell, Weigant has 19 years of experience serving individuals and businesses. Her areas of expertise include: tax planning and preparation, personal financial planning, estate planning, business management and consulting services. She also has extensive experience assisting companies with financial reporting, computer systems, retirement plan administration and tax and financial projections.

"I see my role as playing an integral part in my client's financial success, serving as advisor, planner and accountant to ensure their needs are met," commented Weigant.

Weigant is a graduate of California State University, Chico with a B.S. in business administration/accounting. A member of the American Institute of CPAs, the California Society of CPAs, and the Desert Estate Planning Council, she also volunteers her time with several community organizations and currently serves as treasurer of the Desert Alliance of Professional Women.

The offices of Lori E. Weigant, CPA are located at 400 S. Farrell Drive, Suite B-200 in Palm Springs. For more information, call (760) 327-5674.

Commentary From State Assemblyman Bill Leonard

California legislators have an uncanny ability to propose very silly laws. This year some of the most absurd example of legislative inanity came in the area of public education.

The first bill was Senate Bill 508. The bill was long and proposed an ambitious, multifaceted plan to improve schools. What made the bill silly was not its efforts to improve low-performing schools or help students learn. What made it silly was the phrase included in its title: "California Unrealized Learners Advancement Act of 2001." Until we stop using euphemisms like 'unreal-

ized learners' we cannot hope to make much progress in actually fixing the situation. Fortunately, others shared my skepticism and this bill did not make it out of conference committee.

The second particularly silly education bill was SB 1016. This bill sought to replace the term "foreign language" with the new phrase "world language" in the Education Code. The actual effect on curriculum would have been nil. This was just an effort to make non-native Americans feel better about their various languages. And while it would

be great for our schools to teach students foreign languages so they can communicate and succeed in the global economy, our first priority is for all of our students to be proficient in English. This bill did nothing to accomplish that and deserved to be vetoed.

AB 1016, on the other hand, was a good, common sense bill. It would have allowed students to take non-prescription medicines with a written note from their parent or guardian. The Governor vetoed this bill. Simply put, school nurses in California can remove your daughter from cam-

pus and take her to get an abortion without your knowledge or permission, but that same nurse cannot give your child an aspirin or over-the-counter decongestant even with your permission. Silliness.

SB 19 was proposed to help address the problem of childhood obesity. Consequently, the bill imposed several new requirements on school food programs, limiting the sale of certain foods, requiring the sale of only full meals, eliminating the sale of sodas and other items. These pro-

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'Dirt Devil' Maker Royal Appliance Leases First New Building in Phase Two of Haven Gateway

ONTARIO, CA — Investment Development Services, Inc. (IDS) announces that Royal Appliance Manufacturing Co., a leading maker of vacuum cleaners including the popu-

lar "Dirt Devil," has leased a new 140,000-sq.-ft. distribution facility concurrent with its completion in the \$55 million Haven Gateway Centre in Ontario.

Rob Fuelling, director of marketing for IDS, reports that the building to be occupied by Royal Appliance is the first completed in the new business park's second phase. He added that groundbreaking will soon take place for two other buildings in the second phase, comprising 217,000 sq. ft. and 190,000 sq. ft. Ultimately, Haven Gateway Centre will comprise 1.5 million sq. ft. of space.

Royal Appliance Manufacturing Co. schedules a July 1 occupancy of its new distribution center, located at 3951 E. Earlstone St.

A publicly-held company (NYSE: RAM) Royal Manufactur-

ing's roots go back to 1905 in Cleveland, OH. It is currently headquartered in nearby Glenwillow, OH.

Royal develops, assembles and markets a full line of cleaning products for home and some for commercial use under the Dirt Devil and Royal brand names.

Dirt Devil Hand Vac has grown to become Royal's signature product and the largest selling hand-held corded vacuum cleaner in the United States.

Royal joins Oakley, The Disney Company, and The Children's Place as occupants of major facilities at Haven Gateway Centre.

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THE GAINERS
Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Hot Topic Inc.	31.650	28.410	3.240	11.4
Keystone Automotive Industries Inc.	17.500	15.710	1.790	11.4
Watson Pharmaceuticals Inc.	31.020	29.930	1.090	3.6
National RV Holdings Inc.	9.400	9.100	0.300	3.3
American States Water Company	36.500	35.490	1.010	2.8

THE LOSERS
Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Fleetwood Enterprises Inc.	10.810	12.550	-1.740	-13.9
Business Bancorp	11.000	12.500	-1.500	-12.0
Foothill Independent Bancorp	12.520	13.890	-1.370	-9.9
Channell Commercial Corp.	3.050	3.220	-0.170	-5.3
PFF Bancorp Inc.	26.480	26.920	-0.440	-1.6

Name	Ticker	12/20/01 Close Price	11/30/01 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co.	AWR	36.500	35.490	2.8	39.60	28.50	18.1	NYSE
Business Bancorp	BZBC	11.000	12.500	-12.0	14.75	9.00	9.2	AMEX
Channell Commercial Corp.	CHNL	3.050	3.220	-5.3	8.50	2.20	NM	NASDAQ
CVB Financial Corp.	CVBF	22.800	22.850	-0.2	23.29	14.38	16.8	NASDAQ
Fleetwood Enterprises Inc.	FLE	10.810	12.550	-13.9	17.25	8.10	NM	NYSE
Foothill Independent Bancorp	FOOT	12.520	13.890	-9.9	14.75	10.16	10.7	NASDAQ
HOT Topic Inc.	HOTT	31.650	28.410	11.4	38.20	14.13	26.2	NASDAQ
Kaiser Ventures Inc. (H)	KRSC	13.740	13.740	0.0	13.95	8.50	7.6	AMEX
Keystone Automotive Inds. Inc. (H)	KEYS	17.500	15.710	11.4	18.30	6.25	37.2	NASDAQ
Life Financial Corp.	LFCO	1.800	1.800	0.0	5.16	0.80	NM	AMEX
Modtech Holdings Inc.	MODT	8.800	8.800	0.0	12.50	6.06	10.9	NASDAQ
National RV Holdings Inc.	NVH	9.400	9.100	3.3	15.10	7.80	NM	NYSE
PFF Bancorp Inc.	PFFB	26.480	26.920	-1.6	28.85	19.25	11.3	NASDAQ
Provident Financial Holdings (H)	PROV	25.450	25.400	0.2	25.90	17.00	9.9	NASDAQ
Watson Pharmaceuticals Inc.	WPI	31.020	29.930	3.6	66.39	26.50	19.6	NYSE

Notes: (H)-Stock hit 52-week high during the month, (L)-Stock hit 52-week low during the month, NM - Not Meaningful

Five Most Active Stocks

Stock	Month Volume
Watson Pharmaceutical Inc.	23,702,600
Provident Financial Hldgs.	20,926,900
CVB Financial Corp.	20,845,900
HOT Topic Inc.	17,755,700
Foothill Independent Bancorp	10,648,000
D&P/IEBJ Total Volume Month	100,608,100

Monthly Summary 12/20/01

Advances	8
Declines	7
Unchanged	0
New Highs	3
New Lows	1

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Business Bancorp and MCB Financial Shareholders Approve Merger of Equals

Merger Creates Dynamic California Middle-Market Banking Franchise

MCB Financial Corporation (AMEX: MCB), and Business Bancorp (NASDAQ: BZBC), announced that shareholders of both institutions overwhelmingly approved the merger of equals. MCB Financial is the parent of Metro Commerce Bank and

Business Bancorp is the parent of Business Bank of California. The combined institutions will have assets of approximately \$600 million, and will operate 15 branches in Northern and Southern California serving the needs of mid-market businesses.

MCB Financial's shareholders approved the transaction with 99.5 percent of the votes cast, or 62.2 percent of the total shares issued and outstanding, voted in favor of the merger. Business Bancorp's shareholders approved the transaction with 96.1 percent of the votes cast, or 72.1 percent of the total shares issued and outstanding, voted in favor of the merger. The merger plan, initially announced in August, has received all regulatory approvals required for the merger to proceed. "We anticipate

the final merger processes will be completed by year-end," said Alan J. Lane, president and chief executive officer of Business Bancorp.

Following the completion of the merger, MCB Financial shareholders will receive 1.1763 shares of Business Bancorp common stock in exchange for each share of MCB Financial stock they own. A cash payment will be made in lieu of fractional shares. MCB shareholders who are holding certificates will receive instructions for exchanging their certificates in the next few weeks. MCB shareholders who hold shares in a brokerage account need do nothing, because the brokerage firm will automatically process the exchange. Existing BZBC stock certificates remain valid and shareholders do not need to take

any action.

"We have applied for listing on the NASDAQ National Market System and expect that, following the completion of the merger, our stock will continue to trade with the ticker symbol BZBC," said Lane.

"We anticipate that the integration of our two organizations will progress smoothly for our customers, employees and shareholders," said Charles Hall, president and CEO of MCB Financial. "Although our name will be changing to Business Bancorp and our branches will be operating under the Business Bank of California banner, the same people will be delivering the same personalized attention and high-quality banking services that our customers are accustomed to."

Contractor's Hit List

••• Contacts for Permit Approval •••

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	City	Address	Phone/Fax/E-Mail Address	Contact	Contact
1.	Adelanto	11600 Air Base Rd. Adelanto, CA 92301	(760) 246-2300 FAX 246-3242	Richard Oakley City Manager	William Ferguson Building Official
2.	Apple Valley	20440 Hwy. 18, P.O. Box 429 Apple Valley, CA 92307	(760) 240-7101 FAX 240-7399	Bruce Williams Town Manager	Claude Stewart Chief, Building & Safety
3.	Banning	99 East Ramsey St. Banning, CA 92220	(909) 922-3120 FAX 922-3128	Don Foster City Manager	Tim Stenson Chief Building Official
4.	Barstow	220 E. Mountain View St. Barstow, CA 92311	(760) 256-3531 FAX 256-1750	Paul Warner City Manager	Marlowe Kulseth Chief Building Official
5.	Beaumont	550 E. 6th St. Beaumont, CA 92223	(909) 769-8520 FAX 769-8526	Alan Kapanicas City Manager	Kent Hall Building Inspector
6.	Big Bear Lake	39707 Big Bear Blvd., P.O. Box 10000 Big Bear Lake, CA 92315	(909) 866-5831 FAX 878-4511	Michael Perry City Manager	Philip K. Mosley Jr. Chief Building Official
7.	Blythe	235 N. Broadway Blythe, CA 92225	(760) 922-6130 FAX 922-6334	Jack Nelson Chief Building Inspector	Michelle Van Dyke Permit Technician
8.	Calimesa	908 Park Ave., P.O. Box 1190 Calimesa, CA 92320	(909) 795-9801 FAX 795-4399	Alan Kapanicas City Manager	Dale Everman Building Inspector
9.	Canyon Lake	31516 Railroad Canyon Rd. Canyon Lake, CA 92587	(909) 244-2955 FAX 246-2022	Del Powers City Manager	Ken Larson Building Official
10.	Cathedral City	68-700 Avenida Lalo Guerrero Cathedral City, CA 92234	(760) 770-0340 FAX 202-1460	Donald E. Bradley City Manager	Travis Lund Chief Building Official
11.	Chino	13220 Central Ave. Chino, CA 91710	(909) 591-9813 FAX 590-5535	Glen Rojas City Manager	Tom Wilson Chief Building Official
12.	Chino Hills	2001 Grand Ave Chino Hills, CA 91709	(909) 364-2780 FAX 364-2795	Douglas La Belle City Manager	Winston Ward Asst. Community Dev. Director
13.	Claremont	207 Harvard Ave. Claremont, CA 91711	(909) 399-5471 FAX 399-5492	Tony Witt Director of Community Dev.	Duane Marks Building Official
14.	Coachella	1515 6th St. Coachella, CA 92236	(760) 398-3002 FAX 398-5421	Byron Woosley City Manager	Byron Woosley Actg. Chief Bldg. Off./Pblc. Wks. Dir.
15.	Colton	650 N. La Cadena Dr. Colton, CA 92324	(909) 370-5079 FAX 783-0875	Daryl Parrish City Manager	David R. Zamora Community Dev. Director
16.	Corona	815 W. 6th Corona, CA 91720	(909) 736-2250 FAX 279-3561	Homi Farah Plan Check Engineer	Dan Kaiser Bldg. Inspection Supervisor
17.	Desert Hot Springs	65950 Pierson Blvd. Desert Hot Springs, CA 92240	(760) 329-6411 FAX 251-3523	Joe Guzzetta City Manager	Jodie Burnside Administrative Assistant
18.	Fontana	8353 Sierra Ave. Fontana, CA 92335	(909) 350-7640 FAX 350-7676	Frank Schuma Comm. Dev. Director	Andy Shipper Chief Building Official
19.	Grand Terrace	22795 Barton Rd. Grand Terrace, CA 92313	(909) 430-2247 FAX 783-7629	Patrizia Materassi Com. & Econ. Dev. Director	Virgil Barham Director, Bldg./Safety/Pblc. Wks.
20.	Hemet	450 E. Latham Hemet, CA 92543	(909) 765-2475 FAX 765-2481	Steve Temple City Manager	Colin McNie Chief Building Official
21.	Hesperia	15776 Main St., Hesperia, CA 92345	(760) 947-1300 FAX 947-1221	Tom Harp Dep. Dir. Dev. Svcs.	Tracy Wrigley Com. Dev. Tech. Spvsr.
22.	Highland	27215 Baseline Highland, CA 92346	(909) 864-8732 FAX 862-3180 www.ci.highland.ca.us	Rick Hartmann Comm. Dev. Director	Richard Shields Building Official
23.	Indian Wells	44-950 Eldorado Dr. Indian Wells, CA 92210	(760) 346-2489 FAX 346-0407	George Watts City Manager	Jim Johnson Senior Building Inspector
24.	Indio	100 Civic Center Dr. Indio, CA 92201	(760) 342-6530 FAX 342-6556	Amir Modarressi Dep. Dir. Public Works	Mark Wilde Bldg. & Safety Manager

N/A = Not Applicable WND = Would Not Disclose, na = not available. The information in the above list was obtained from the cities listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2002 Inland Empire Business Journal.

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26.	La Quinta	78495 Calle Tampico La Quinta, CA 92253	(760) 777-7012 FAX 777-7011	Tom Genovese City Manager	Tom Hartung Building & Safety Dir.
27.	Loma Linda	25541 Barton Rd. Loma Linda, CA 92354	(909) 799-2836 FAX 799-2894	Dennis R. Holloway City Manager	Deborah Woldruff Comm. Dev. Director
28.	Montclair	5111 Benito St. Montclair, CA 91763	(909) 626-8571 FAX 621-1584	Lee McDougal City Manager	Steve Griggs Chief Building Official
29.	Moreno Valley	P.O. Box 88005 Moreno Valley, CA 92552-0805	(909) 413-3350 FAX 413-3210	Gene Rogers City Manager	Gary Kyle Building Official
30.	Murrieta	26442 Beckman Ct. Murrieta, CA 92562	(909) 461-6000 FAX 698-4509	Stephen Mandoki City Manager	Jim Miller Dev. Svcs. Director
31.	Norco	2870 Clark Ave. Norco, CA 92860	(909) 735-3900 FAX 270-5622	Ed Hatzenbuhler City Manager	Ed Wilczak Building Official
32.	Ontario	303 E. "B" St. Ontario, CA 91764	(909) 395-2023 FAX 395-2810	Greg Devereaux City Manager	Otto Kroutil Development Director
33.	Palm Desert	73-510 Fred Waring Dr. Palm Desert, CA 92260	(760) 346-0611 FAX 776-6392	Carlos Ortega City Manager	Homer Croy Director, Bldg. & Safety
34.	Palm Springs	P.O. Box 2743 Palm Springs, CA 92263	(760) 323-8242 FAX 322-8360	David Ready City Manager	Gary Bitterman Building Official
35.	Perris	101 N. "D" St. Perris, CA 92570	(909) 943-5003 FAX 943-3293	Bill Vasquez City Manager	Rich Johnston Fire Marshal/Building Official
36.	Pomona	P.O. Box 660 Pomona, CA 91769-0660	(909) 620-2314 FAX 620-3707	Douglas Dunlap City Manager	Simon R. Shoo Chief Building Official
37.	Rancho Cucamonga	P.O. Box 807 Rancho Cucamonga, CA 91729	(909) 477-2700 FAX 477-2711	Jack Lam City Manager	Bill Makshanoff Chief Building Official
38.	Rancho Mirage	69825 Highway 111 Rancho Mirage, CA 92270	(760) 202-9253 FAX 324-9851	Patrick Pratt City Mgr./Redev. Director	Steve Buchanan Building Official
39.	Redlands	P.O. Box 3005 Redlands, CA 92373	(909) 798-7536 FAX 798-7670	John Davidson City Manager	Richard Pepper Chief Building Official
40.	Rialto	150 S. Palm Ave. Rialto, CA 92376	(909) 820-2514 FAX 873-4814	Henry Garcia City Administrator	Chaz Ferguson Chief Building Official
41.	Riverside	3900 Main St. Riverside, CA 92522	(909) 826-5697 FAX 826-5622	Lawrence E. Paulsen Interim City Manager	Dan Chudy Chief Building Official
42.	San Bernardino	300 North "D" St.-3rd Floor San Bernardino, CA 92418	(909) 384-5057 FAX 384-5080	Fred Wilson City Administrator	Joseph Lease Dev. & Insp. Svcs. Manager
43.	San Jacinto	201 E. Main San Jacinto, CA 92583	(909) 487-7330 FAX 487-6779	John F. Wager, Jr. City Manager	Joe Lancaster Building Official
44.	Temecula	P.O. Box 9033 Temecula, CA 92589-9033	(909) 694-6444 FAX 694-6478	Shawn Nelson City Manager	Tony Elmo Director, Bldg. & Safety
45.	Twentynine Palms	6136 Adobe Rd., P.O. Box 995 Twentynine Palms, CA 92277	(760) 367-6799 FAX 367-5400	Jerry Arrasmith Sr. Bldg. Inspector	Jay Corbin Comm. Dev. Director
46.	Upland	P.O. Box 460 Upland, CA 91785	(909) 931-4110 FAX 931-9923	Jeff Bloom Comm. Dev. Director	Matt Winter Building Official
47.	Victorville	14343 Civic Dr. Victorville, CA 92392	(760) 955-5101 FAX 245-1063	Jon Roberts City Manager	George Worley Director, Bldg. & Safety
48.	Yucaipa	34272 Yucaipa Blvd. Yucaipa, CA 92399	(909) 797-2489 FAX 790-9143	John Tooker City Manager	Ron Grider Building Official

N/A = Not Applicable WND = Would Not Disclose. na = not available. The information in the above list was obtained from the cities listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2002 Inland Empire Business Journal.

Community Colleges in the Inland Empire

Ranked by 2000 - 2001 Enrollment

Institution Address City, State, Zip	Students: Total Enrollment Faculty-Student Ratio	Faculty: Full-Time Part-Time	Type of Institution Year Founded	Tuition & Fees: Calif. Resident* Non Resident	Top Local Exec. Title Phone/Fax E-Mail Address
1. Mt. San Antonio Comm. College 1100 W. Grand Ave. Walnut, CA 91789	42,000 1:30	370 1,609	Comm. College 1946	\$11 per Unit, Plus Fees \$125 per Unit, Plus Fees	Dr. Bill Feddersen President (909) 594-5611/598-2303
2. Riverside Community College 4800 Magnolia Ave. Riverside, CA 92506	30,000 1:24	331 1,050	Public 1916	\$11 per Unit, Plus Fees \$134 per Unit, Plus Fees	Dr. Salvatore G. Rotella President (909) 222-8800/222-8035
3. Chaffey College 5885 Haven Ave. Rancho Cucamonga, CA 91737	16,868 1:24.5	200 542	Comm. College 1883	\$11 per Unit \$156 per Unit	Dr. Marie Pepicello Superintendent/President (909) 941-2110/941-2783 mpepicello@chaffey.cc.ca.us
4. Mt. San Jacinto College 1499 North State St. San Jacinto, CA 93583-2399	12,287 1:27	95 358	Comm. College 1963	\$11 per Unit \$117 per Unit + \$11 per Unit Fee	Dr. Richard J. Giese President (909) 487-MSJC/654-6236 rgiese@msjc.cc.ca.us
5. San Bernardino Valley College** 701 S. Mt. Vernon Ave. San Bernardino, CA 92410	11,300 na	165 393	Comm. College 1926	\$11 per Unit, Plus Fees \$133 per Unit, Plus Fees	Dr. Sharon Caballero President (909) 888-6511/889-6849
6. Victor Valley College** 18422 Bear Valley Rd. Victorville, CA 92392	10,000 1:27	110 250	Comm. College 1961	\$12 per Unit \$115 per Unit	Nick Halisky Superintendent/President (760) 245-4271/245-9745
7. College of the Desert 43-500 Monterey Ave. Palm Desert, CA 92260	8,318 na	82 184	Comm. College 1958	\$11.25 per Unit, \$10 Health Fee \$139.25 per Unit, \$10 Health Fee	Dr. Maria C. Sheehan Superintendent/President (760) 773-2500/341-8678
8. Crafton Hills College** 11711 Sand Canyon Road Yucaipa, CA 29399	5,150 na	72 161	Comm. College 1971	\$11 per Unit, plus fees \$130 per Unit, plus fees	Gloria M. Harrison President (909) 794-2161/794-0423 http://chc.sbccd.cc.ca.us
9. Barstow College 2700 Barstow Rd. Barstow, CA 92311	2,914 na	34 na	Comm. College 1959	\$264.50 or \$11 per Unit. \$125 per Unit + \$11 per Unit	James Meznik Superintendent/President (760) 252-2411/252-1875 cbardowe@barstow.cc.ca.us
10. Palo Verde College One College Dr. Blythe, CA 92225	2,800 1:16	25 30	Public 1947	\$11 per Unit. \$130 per Unit (Ariz. Students, \$29 per Unit)	James W. Hottois Superintendent/President (760) 921-5499/921-5590
11. Community Christian College 1300 Orange Ave. Redlands, CA 92373	30 1:1	1 30	Private Christian Jr. College 1995	\$3,000/Yr. \$3,000/Yr.	Dr. Harris E. Lidstrand President (909) 335-8863/335-9101

* California Resident Fees are set by the State Legislature and are subject to change depending on the State Budget adopted for each year. **Failed to provide updated information by our deadline; data from last year. N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2002 IEBJ.

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Top Colleges and Universities in the Inland Empire

Ranked by 2000-2001 Enrollment

	Institution Address City, State, Zip	Students: Total Enrollment Student-Faculty Ratio	Faculty: Full-Time Part-Time	Type of Institution Year Founded	Tuition & Fees: Calif. Resident Non-Resident	On Campus: Room & Board (Avg. Yearly Cost)	Top Local Exec. Title Phone/Fax E-Mail Address
1.	California State Polytechnic University, Pomona 3801 West Temple Ave. Pomona, CA 91768	19,041 20:1	663 542	Public, 4-Year and Graduate 1938	\$1,772 \$1,772 + \$164/Unit	\$43	Dr. Bob H. Suzuki President (909) 869-2290/869-4535
2.	California State University, San Bernardino 5500 University Parkway San Bernardino, CA 92407-2397	15,985 19:1	454 3-400	Public, 4-year and Graduate 1965	\$859 \$7,763(12 Units)	\$4,783 (9 Months)	Albert K. Karnig President (909) 880-5002/880-5901 akarnig@csusb.edu
3.	University of California, Riverside* 900 University Ave. Riverside, CA 92521	13,063 19:1	542 187	Public University 1954	\$3,862 \$14,476	\$6,550	Raymond L. Orbach Chancellor (909) 787-5201/787-3866 rayo@admin.ucr.edu
4.	University of Phoenix* 337 North Vineyard Ave., Ste. 100 Ontario, CA 91764	7,800 9:1	0 655	Private 1976	\$279 per unit/Undergrad. \$325 per unit/Grad.	N/A	Steve Hynds Lead Administrator (800) 888-1968/(909) 937-2194
5.	University of La Verne 1950 Third St. La Verne, CA 91750	7,285 19:1	162 263	Private 1891	\$18,000 \$18,000	\$6,280	Dr. Stephen Morgan President (909) 593-3511/392-0364
6.	California State University, San Marcos 333 Twin Oaks Valley Rd. San Marcos, CA 92096-0001	6,189 19.4:1	179 243	Public 4-Year and Graduate 1989	\$1,772 \$3,805	N/A	Alexander Gonzalez President (760) 750-4041/750-4033
7.	University of Redlands P.O. Box 3080, 1200 E. Colton Ave. Redlands, CA 92373-0999	4,224 14:1	170 379	Private 1907	Undergrad \$21,180 Grad \$460/Credit	\$7,840	Dr. James R. Appleton President (909) 793-2121/335-4076
8.	Loma Linda University 11234 Anderson St. Loma Linda, CA 92354	3,332 3.13:1	1,064 353	Private/Health Sci. 1905	Undergrad \$15,120 Grad \$15,120 1st Professional \$29k-\$30k	\$2,043	Richard H. Hart Chancellor (909) 558-4540/558-0242
9.	Chapman Univ. (Coachella Valley Campus) 42-600 Cook St., Ste. 134 Palm Desert, CA 92211	2,700 11:1	8 160	Private 1861 (Orange)	\$215 per unit/Undergrad. \$265 per unit/Grad.	N/A	Ronald C. Stephens Director (760) 341-8051/346-4628
10.	Chapman University (Ontario Campus) 2890 Inland Empire Blvd. Ontario, CA 91764	2,554 12:1	4 50-60	Private (Non-Profit) 1861 (Orange)	\$215 per unit/Undergrad. \$265 per unit/Grad.	N/A	Al DiStefano Director (909) 481-1804/481-9510
11.	California Baptist College 8432 Magnolia Ave. Riverside, CA 92504	2,090 19:1	79 109	Comprehensive Private 1950	\$5,460 Semester \$10,920 Year (non resident same)	\$2,724 Semester \$5,448 Year	Dr. Ronald L. Ellis President (909) 343-4210/351-1808
12.	La Sierra University 4700 Pierce St. Riverside, CA 92515	1,566 18:1	87 6	Private 1922	\$15,285 \$15,285	\$4,200	Lawrence I. Geraty President (909) 785-2020/785-2019 lgeraty@lasierra.edu
13.	Chapman University (Victor Valley Campus) 12421 Hesperia Rd. Ste. C-6 Victorville, CA 92392	1,500 10:1	1 25	Private (Non-Profit) 1861 (Orange)	\$215 per Unit/Undergrad. \$265 per Unit/Grad.	N/A	Al DiStefano Director (760) 955-7555
14.	Western University of Health Sciences 309 E. Second St./College Plaza Pomona, CA 91766-1854	1,459 16:1	90 800	Graduate University of Medical Sciences 1977	Varies by Program \$17,500 - \$28,010 MSHPE \$225, MSN \$350, MSN/FNP \$400/Credit Hour	N/A	Philip Pumerantz, Ph.D. Founding President (909) 469-5200/620-5456
15.	Pomona College* 550 N. College Ave. Claremont, CA 91711	1,450 9:1	155 30	Private 1887	\$23,170 \$23,170	\$7,750	Peter W. Stanley President (909) 621-8131/621-8499
16.	Claremont Graduate University 150 E. 10th St. Claremont, CA 91711	1,193 8:1	81 72	Graduate Studies 1925	\$22,940 \$22,940	N/A	Steadman Upham President (909) 621-8025/607-9103
17.	Claremont McKenna College 500 E. Ninth St. Claremont, CA 91711	1,042 7:1	139 19	4-Year Undergraduate 1946	\$22,540 \$22,540	\$8,160	Pamela B. Gann President (909) 621-8111/621-8790 pr@claremontmckenna.edu
18.	Pitzer College* 1050 N. Mills Ave. Claremont, CA 91711	880 12:1	62 8	4-Year Undergrad., Coed, Private, Liberal Arts 1963	\$24,096 \$24,096	\$6,240	Marilyn Chapin Massey President (909) 621-8198/621-8479
19.	Scripps College 1030 Columbia Ave. Claremont, CA 91711	786 11.4:1	56 34	Private/Women's 1926	\$24,480 N/A	\$8,100	Nancy Y. Bekavac President (909) 621-8148/621-8890
20.	Harvey Mudd College 301 E. 12th St. Claremont, CA 91711	698 FTE 9:1	79 12	Private 1955	\$24,929 \$24,929	\$8,544	Jon C. Strauss President (909) 624-4146/607-7108
21.	Western State University College of Law 1111 N. State College Blvd. Fullerton, CA 92831	460 18:1	21 50	ABA Provisionally Approved Private Institution, 1966	\$22,308 Full Time/ \$15,060 Part Time Summer Session \$746/Unit (Non-Resident Same)	N/A	James F. Hogg Dean (714) 738-1000/441-1748 adm@wsulaw.edu

*Failed to provide updated information by our deadline; data from last year. N/A=Not Applicable WND=Would Not Disclosed na=not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright 2002 IEBC.

Financial Brokerage Firms Serving the Inland Empire

Ranked by Number of Offices in Inland Empire (Riverside and San Bernardino Counties)

	Company Address City/State/Zip	# Offices Inland Empire Company Wide	I. E. Registered Brokers Full Time Part Time	Services	Headquarters Year Established	Top Local Executive Title Phone/Fax E-Mail Address
1.	Arrowhead Financial Group 303 E. Vanderbilt Way, #150 San Bernardino, CA 92408	17 17	13	Financial Planning, Retirement Planning, College Funding, Stocks, Bonds, Mutual Funds, Annuities, Tax Planning	San Bernardino, CA 1985	Jim Estes President/CEO (909) 890-0211/890-0351 jestes@arrowheadgroup.com
2.	American Express. Financial Advisors 820 Mountain Ave., Ste. 109 Upland, CA 91786	12 3,700	84	Financial Planning, Full Brokerage Service, Insurance, Mutual Funds	Minneapolis, MN 1884	Ian D. Bishop Managing Principal (909) 608-0588/608-0589 ian.d.bishop@aexp.com
3.	A. G. Edwards & Sons 3737 Main St., Ste. 103 Riverside, CA 92501	5 651	46	Retail Brokerage, Public Finance, Corporate Finance	St. Louis, MO 1887	Mary Carruthers Branch Manager (909) 784-8700/682-2517
4.	Morgan Stanley 3801 University Ave., Ste. 550 Riverside, CA 92501	5 700	86	Retail Brokerage, Corporate Finance, Insurance, Financial Planning, Investment Consulting	New York, NY 1924	Roger Williams Branch Manager (909) 784-8383/784-3913 roger.williams@morganstanley.com
5.	Merrill Lynch & Co. 4141 Inland Empire Blvd., Ste. 150 Ontario, CA 91764	4	18	Financial Planning, Stocks, Bonds, Annuities, Mortgages, Real Estate, Insurance Products	New York, NY 1886	Gordon Carlson Resident Manager (909) 476-5100/476-5163
6.	Charles Schwab & Co. Inc. 3701 Market St., Ste. A Riverside, CA 92501	4 400	20	Full Service Brokerage, Financial Planning, Stocks, Bonds, Mutual Funds, Insurance Products	San Francisco, CA 1975	Dennis Bolt Branch Manager (909) 774-2220/774-2221
7.	Paine Webber, Inc. 3403 10th St., Ste. 500 Riverside, CA 92501	2 281	37	Full Service Brokerage	New York, NY 1879	Jim Gallegos Resident Manager (909) 684-6300/682-9409
8.	Palm Springs Financial Mgmt. 777 E. Tahquitz Canyon Way, #200 Palm Springs, CA 92262	2	1	Registered Investment Advisor	Palm Springs, CA 1992	Sheldon M. Bell President (760) 323-0893
9.	Raymond James Financial Services, Inc. 73-061 El Paseo, Ste. 210 Palm Desert, CA 92260	1 1,900+	4	Mutual Funds, Equities, Life & Health Insurance, Retirement Planning, Estate Planning, Fixed & Variable Annuities	St. Petersburg, FL 1962	Robert J. Binkele Branch Manager (800) 549-6900/(760)779-5338 rbinkele@rjfs.com
10.	Seidler Companies (Formerly Hagerty, Steward) 205 E. State St. Redlands, CA 92373	1 4	7	Securities Brokerage, Personal Financial Services, Business Financial Services	Irvine, CA 1979	Barrick A. Smart President (909) 335-8565/335-8573
11.	Diversified Securities 69730 Hwy. 111, #202 Rancho Mirage, CA 92270	1 7	1	Complete Investment Services All Stock Exchanges Financial Planning	Long Beach, CA 1965	Eugene T. Conway Vice President (760) 770-1150/770-1861
12.	Thornes & Associates, Inc. Investment Securities 317 W. State St., Ste. B Redlands, CA 92373	1 1	6	Full Service Brokerage: Stocks, Bonds, Mutual Funds, Retirement Plans & RIA	Redlands, CA 1996	Fred J. Thornes President (909) 335-7440/335-5746 thornes@thornesinvest.com
13.	Gorian Investments 350 W. 5th St., Ste. 103 San Bernardino, CA 92401	1	7 1	Full Service Stock & Bond Brokerage, Retirement Plans, Mutual Funds, Fully Managed Accounts	San Bernardino, CA 1982	George Gorian President (909) 888-7551/889-1647
14.	Garry N. Nichols & Assocs. 1040 N. Benson Ave. Upland, CA 91786	1	10	Full Service Registered Investment Advisor, Certified Financial Plans	Upland, CA 1994	Garry N. Nichols President (909) 982-0607 gnichols2@prodigy.net
15.	Sentra Securities 777 E. Tahquitz Canyon Way, Ste. 200 Palm Springs, CA 92262	1	3	Full Service Brokerage	San Diego, CA 1973	Ken McDonald Regional Branch Manager (760) 323-5152 kmcdon5116@aol.com
16.	RPM Insurance Services 310 E. Citrus Ave. Redlands, CA 92374	1	3	Investment Advisors Full Service Brokerage, PIM Financial Services	Redlands, CA 1975	William A. McCalmon President (909) 792-6765/798-9668
17.	LPL Financial Services 25262 Corte Sandia Murrieta, CA 92563	1	1	Stocks, Mutual Funds, Financial Planning	Murrieta, CA 1993	John Fontenot Branch Manager/Owner (909) 698-5566
18.	National Planning Corp. 222 E. Olive St., Ste. 2 Redlands, CA 92373	1	1	Investment Advisory, Financial Retirement Planning, Full Service Brokerage	Santa Monica, CA na	Eddie Ngo Branch Manager (909) 307-1760/307-1763 edngo@earthlink.net
19.	Brookstreet Securities 8300 Utica Ave., Ste. 301 Rancho Cucamonga, CA 91730	1 168	1	Securities Brokerage, Qualified Plans, Variable Annuities, Variable Life Insurance, Investment Advisor, Asset Management	Irvine, CA 1990	Jesse Dickinson Branch Manager (909) 944-6838/945-2122 jdickinson@mail.bkstm.com

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ADVERTORIAL

HARVEY MUDD COLLEGE

Students and Companies Benefit from Innovative Clinic Program

Since its founding in 1955, Harvey Mudd College has been dedicated to educating a special breed of scientists, mathematicians and engineers with exceptional breadth in their technical education, and a firm academic grounding in the humanities and social sciences. A key element in the education of Harvey Mudd College students is the practical, hands-on experience they receive through the college's pioneering Clinic Program, begun by the Department of Engineering in 1965 to channel student initiative, drive and intelligence into projects of a real-world nature. Founders Jack Alford and Mack Gilkeson felt that the best way to do this was to give students "clinical" experience like that which medical students receive—thus the name Clinic. Each project brings together a sponsor liaison, three to five students and a faculty advisor.

The Clinic Program includes projects in computer science, engineering, environmental sciences, mathematics, and physics. The Clinic director in each area carefully selects projects that have a major component in one or more of these disciplines.

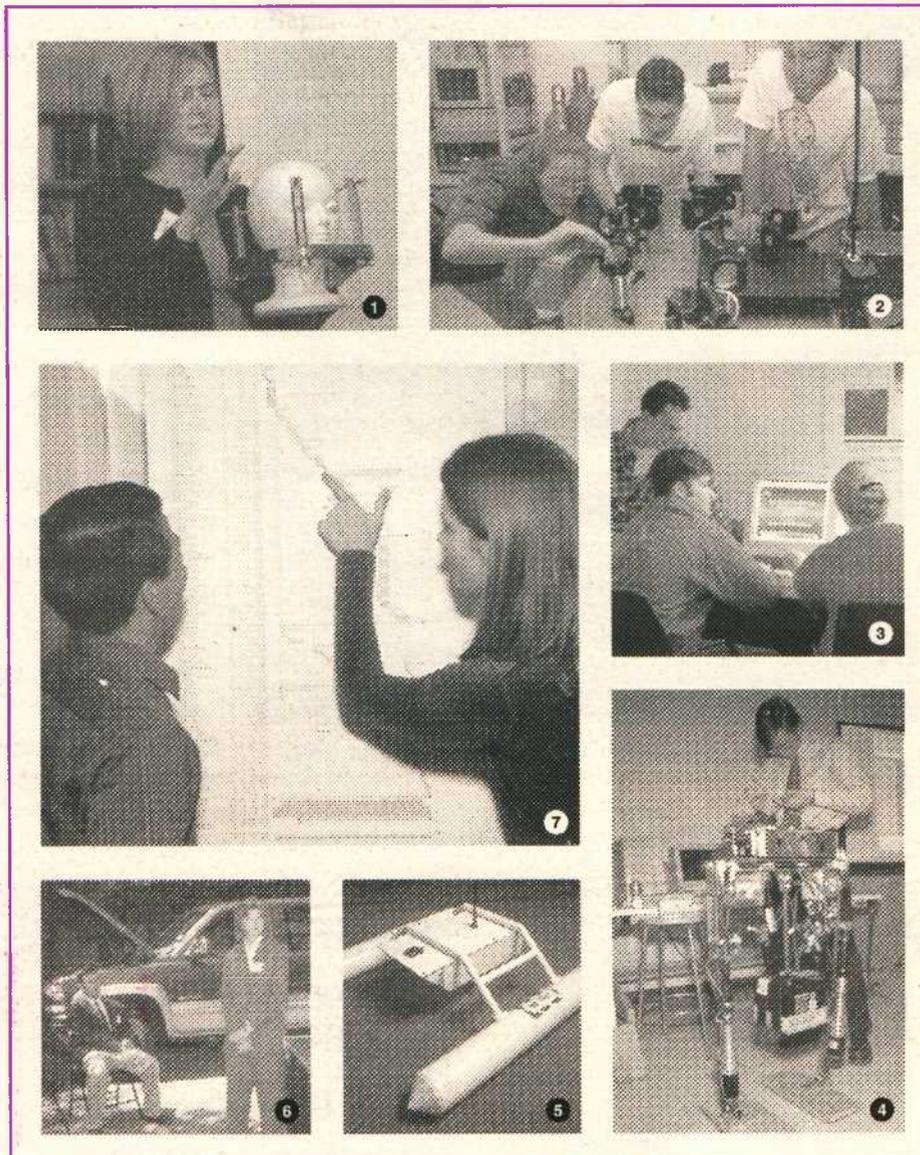
Wanted: Problems

The Clinic Program depends entirely on the problems provided by the engineers, scientists and mathematicians at the sponsor companies: the untried problems, the open-ended problems that stretch the imagination, the authentic, complex and messy problems that stimulate creative thinking. The questions and problems that student teams face are typical of those regularly confronted by practicing scientists, engineers and mathematicians, and the solutions they devise must work in practice, not just in theory. Clinic teams plan and execute projects that have no textbook answers; the projects are their own work.

In addition to the focus on problem solving, testing and design the students also develop project management skills including budgeting and scheduling. Every Clinic project culminates in a written final report and a formal presentation at a year-end event called Projects Day.

Some Projects in the Works

Computer Science Clinic students are working with Optivus Technology, Inc. to implement a graphical user interface for the vacuum monitoring and control software for the Proton Beam Treatment System. For I/O Software, another team is developing a system to enable the sponsor's biometric (i.e., fingerprint) security system to be used to control access to the web sites. The ESRI, Inc. team is developing



HMC Clinic projects have benefitted (1) Trex Enterprise (2) JPL (3) Bank of America (4) AeroEnvironment (5) JPL (6) GM. (7) Students learn project management skills, budgeting, scheduling and presentation reporting. Public presentations of Clinic projects occur on campus February through April each Tuesday at 11:00 A.M.

algorithms for efficient routing of vehicles over transportation links that open and close on a varying schedule. For Auditude.com, a Computer Science Clinic team is devising an algorithm to identify a piece of music based on its tune, rather than its specific frequency characteristics, so that songs could be identified regardless of the singer, recording environment or instrumentation.

The students in the Engineering Clinics are working on LED test automation for AXT; on the correlation of sprinkler nozzle performance to CFD for Rain Bird; on an image-based target localization system for proton radiosurgery for Loma Linda University Medical Center; and on innovative water treatment processes for the Metropolitan Water District.

Mathematics Clinic participants are optimizing an online query system for Fair, Isaac, and Company, Inc.; mathematically modeling the noise-temperature relationship of onboard infrared detectors for Northrop Grumman; using ion propulsion

to create efficient satellite orbit-raising in 3-D for Space Systems/Loral; and developing a prototype algorithm for elliptic curve key generation and a recommendation of key-exchange protocols for ViaSat, Inc.

In the Physics Clinic, students are working on a subsystem of the Space Interferometry Mission (SIM) for Jet Propulsion Laboratory. In last year's Environmental Studies Clinic, sponsored by Three Valleys Municipal Water District, the Clinic team analyzed the Harvey Mudd College landscape from environmental, social, and economic viewpoints and proposed alternative landscape designs and practices for the campus.

A Priceless Opportunity

Sponsors retain full rights to all intellectual property developed by the team. Sponsors regularly attest that the fresh ideas and project results have dollar values that far exceed the Clinic fee. One industry liaison said his company believed it could save

\$10-15 million in capital investments depending on its project's results.

"If we tried to do it in-house or hired an outside company it would have been five to ten times the cost [of the Harvey Mudd College Clinic Program]" said another company liaison. Perceived sponsor value is further evidenced by the fact that over half of our sponsors have returned for additional projects.

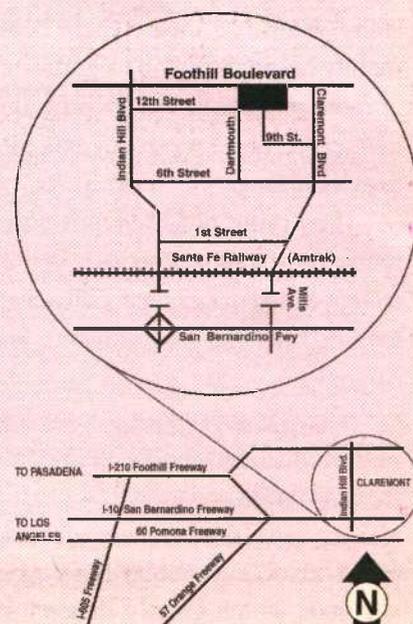
Indirect benefits of sponsorship include increased visibility on campus, which benefits a company's recruiting efforts. External visibility can also be raised: recent projects have been mentioned in numerous media outlets including *Popular Science*, trade journals, company newsletters, the *Los Angeles Times* and local newspapers. Being a company liaison can also provide useful management training experience to sponsor employees.

The Clinic Tradition

During the more than 35 years The Clinic Program has existed, more than 1,000 projects have been completed for 250 different organizations, many of them Fortune 500 companies. To see the variety of past projects, visit the Clinic Web pages at <http://www.clinic.hmc.edu>.

Inquiries are welcome from interested companies and organizations that wish to participate in the innovative Harvey Mudd College Clinic Program. For more information about the HMC Clinic Program, call 909/607-9887 or e-mail clinic@hmc.edu.

Harvey Mudd College
301 E. 12th Street
Claremont, CA 91711-5990



SECOND PAGE ONE



Enjoying the Harvest Auction 2001 are: *from left*—Margrit Biever Mondavi and Robert Mondavi and honoree, Alice Waters, *far right*.

—Photo Provided by Georgine Loveland

Harvest Auction 2001 ... an Evening With Alice Waters

by Georgine Loveland

An Evening With Alice Waters, a special feature of Harvest Auction 2001, the annual wine and hospitality event benefiting Cal Poly Pomona's Collins School of Hospitality Management, was held on Dec. 1 at the Marriott Hotel L.A. Downtown ... and a memorable evening it was!

Alice Waters was honored as the recipient of the 2001 Robert Mondavi Wine and Food Award for her decades of dedication to the principle of serving the finest, freshest, "real food, food directly from its source," seasonally available. The diminutive Waters exhibited true humility during her acceptance speech, crediting everyone she has worked with throughout her long and distinguished career, refusing to "take the praise for what other people have done over the years."

A pioneer of locally raised farm products, certifiably organic and sustainably grown and harvested — foods rich with the fullness of nature, Waters has shared her passion and educated her readers with four cookbooks, including: "Chez Panisse Vegetables" and the "Chez Panisse Café

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Who's Caring for California's Most Vulnerable Patients

New Study Finds Not-For-Profit Community Hospitals Serve Majority of State's Medi-Cal, Charity Care and Emergency Room Patients

A first-of-its kind California study finds that not-for-profit community hospitals provide significantly more services to low-income, under-served and emergency patients than their for-profit counterparts.

Preserving not-for-profit community hospitals is especially important given today's exceptionally challenging financial environment. For example:

- There is a proposal to cut \$30 million in state funding to hospital trauma centers.
- On top of that, there are also proposals to cut federal funding to hospitals which greatly depend on that funding to care for low income,

senior and indigent patients.

- The California Medical Association recently released a study that found many of California's hospital trauma centers were operating in the red and in danger of closing.

As this report finds, not-for-profit community hospitals must be protected because they play a vitally important role in providing care to low income, senior and indigent patients.

A first-of-its kind state-wide study outlines the vital role of not-for-profit community hospitals in the delivery of health care in California and specifically in meeting the needs of the most vulnerable health care consumers. The report, *Mission Critical* found that not-for-profit community hospitals provide significantly more services to low-income, under-served and emergency patients than their for-profit counterparts.

The report, available at www.cattaneostroud.com, also found

continued on page 41

Stater Bros. Markets Promotes Don Baker to Executive Vice President & Chief Operating Officer

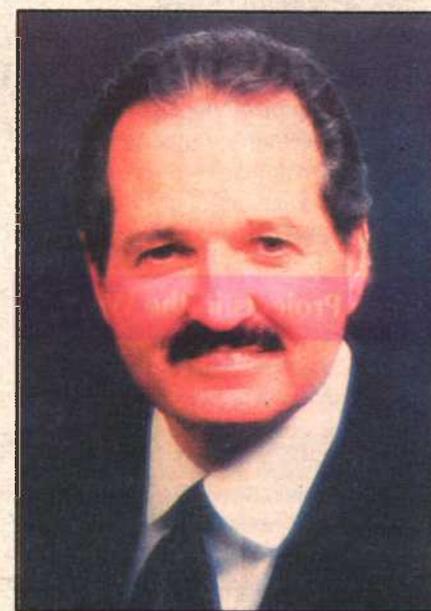
Jack H. Brown, chairman of the board, president and chief executive officer of Stater Bros. markets, announced that Don Baker has been promoted to the position of executive vice president and chief operating officer.

Baker is an 18-year member of the Stater Bros. "Family" of employees and a 41-year veteran of the supermarket industry. He joined the company in 1983 as vice president of warehousing and transportation. He was promoted in 1986 to senior vice president of warehousing and transportation and in 1992 to group senior vice president. In 1998, Baker was promoted to his most recent position of executive vice president.

Prior to joining Stater Bros., Baker served as senior vice president

of store operations and distribution at Hinky Dinky supermarkets in Omaha, Nebraska. He also held other management positions during his 11 years at Hinky Dinky. A native of Kentucky, Baker began his career in 1960 at Thriftway Markets in Richmond, Kentucky, and from 1967 to 1972 continued his supermarket career at the Kroger Company in Cincinnati, Ohio.

continued on page 44



Don Baker

CORPORATE PROFILE

“The Colonies” Take Root in Upland

by Rod C. Jackson

The first phase of a massive residential and commercial project is set to begin construction in Upland during the first quarter of this year — a project valued at nearly a billion dollars which will bring a huge economic shot in the arm to the city.

As currently planned, “The Colonies at San Antonio” will comprise about 1,100 single-family housing units, as well as 1.1 million square feet of commercial space straddling the soon-to-be completed extension of the Foothill Freeway near Campus Avenue.

“The opportunity is huge for the city of Upland,” says Dan Richards, co-managing partner of “The Colonies, LLC.”

“This project has been a dream for nearly 30 years,” Richards tells the *Inland Empire Business Journal*, “and it’s something we’ve been actively working toward for more than four years.”

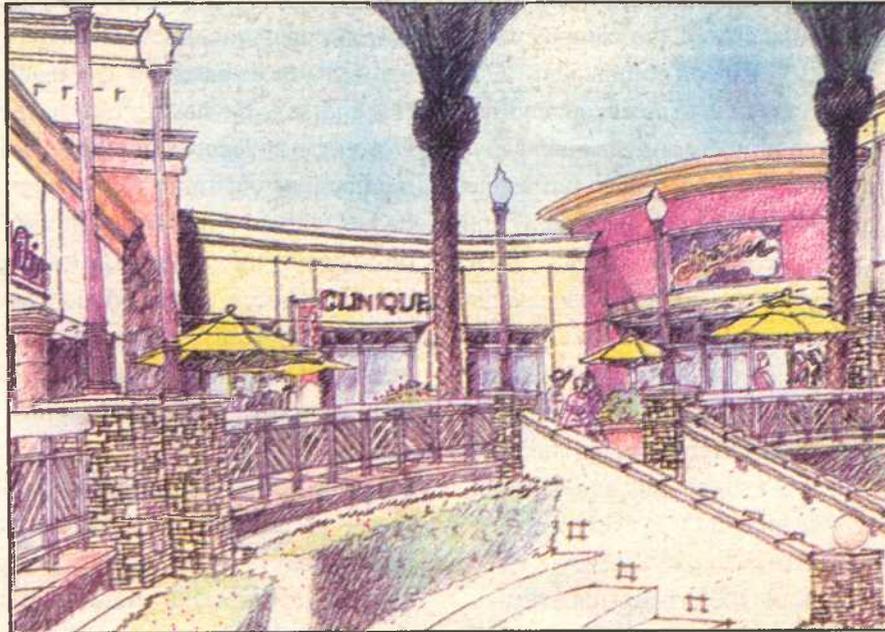
Indeed, even the idea of this project finally getting underway has business and municipal leaders of Upland ecstatic. “It’s very exciting,” Carole Anthony, CEO and president of the Upland Chamber of Commerce, tells the *Inland Empire Business Journal*. “Upland is a very residential community, and we need all the benefits this project can bring to it.”

The project, as currently planned, will cover an area of more than 100 acres, bordered on the east by the Cucamonga Channel, Campus Avenue on the west, 20th St. to the north and the Upland Hills Golf Course to the south.

The new Foothill Freeway roughly bisects the property, with the majority of the development to the south of the freeway. The first phase, which begins construction in the first quarter of 2002, consists of 305 single-family homes.

The project offers, according to Richards, a variety of housing styles in a variety of neighborhood schemes which reflect Upland’s “unique architectural history.

“Prices will range from the up-



per \$200,000's to the mid-\$500,00's," says Richards, "and will include trail systems, bike paths, lots of open space, and landscaped green belts." Richards says that if all goes according to plan, homeowners will begin moving into the new community by the third quarter, or fall, of 2002. The remaining 800 residential units, including homes designed for seniors with active lifestyles, will be built over the next three years.

The second phase of the project, called “Colonies Crossroads,” is the commercial phase of the development and boasts more than one million square feet of commercial space. Plans make provision for three large “anchors” for the development, each of which will have 150,000 square feet.

Additionally, there’s a designated site for a movie theatre complex and scores of smaller businesses in a “campus-like” setting, similar to the existing Terra Vista shopping complex at Foothill Blvd. and Haven Ave. in Rancho Cucamonga.

Groundbreaking for the commercial segment is scheduled for the fourth quarter of 2002 with the first tenants moving in sometime in the spring of 2003. “If the economy recovers as quickly as some are predicting,” says Richards “it will take a year or so for us to reach 100 percent occupancy. If things recover more slowly, it could take up to three years.”

Anthony, at the Upland Cham-

ber, doesn’t believe it will take that long, and says demand for such a project is tremendous. “Residents of Upland and its surrounding communities don’t presently have much in the way of convenient shopping,” she tells the journal.

“There’s the Montclair Mall and the Ontario Mills mall, and that’s about it,” she continues. “This will be the only shopping facility of its type along the entire 28-mile stretch of the Foothill Freeway extension. There will be no other area of commercial development of significance between San Dimas and San Bernardino.”

“We currently have what’s called ‘retail sales leakage,’” confirms Steve Dukett, Upland’s redevelopment director. “The communities along the foothills have a tremendous amount of spending power, unfortunately they’re not spending it in our community.”

“What happens,” says Dukett, “is that consumers essentially know what they want and where they want to go. They don’t really care how far they have to travel to get to the places they prefer to shop, and it’s been to our disadvantage that the places they want to shop are not in Upland.”

Dukett, and other city officials, hope that will change with the construction of “Colonies Crossroads.”

The geographic location of the new development is vital to Upland, which desperately needs a secure economic base in what is essentially a residential community.

Montclair has its large mall at I-10 and Central Ave., Ontario has the Ontario Mills Mall, and Rancho Cucamonga has become home to large commercial plants and distribution centers. But Upland has essentially remained a series of residential neighborhoods, and is in desperate need of sales tax revenue.

Anthony makes it clear. “The Colonies” project could be a life-saver. “We need the infusion of sales tax revenue,” she says. “It’s very exciting, and we’re looking forward to the upscale businesses and commercial retailers which can take advantage of this project.”

Just who will occupy the commercial space is still a guessing game. Richards dismisses widespread rumors that Nordstrom will be a tenant. “They prefer covered, indoor malls,” he says. “We won’t get them and neither will the mall currently in development in Rancho Cucamonga.”

When asked just who will take up residence, Richards only says that he and co-managing partner Jeff Burrem are in “active negotiations” with a variety of retailers. “This will be, without a doubt, the largest such development in the Inland Empire,” states Richards, referring to the mix of commercial and residential properties.

The project is so important to Upland, that the city has fought for years to make sure the Foothill Freeway expansion now underway complements development plans for that area surrounding the freeway — not hinders them.

“This will be the only stretch of the new freeway which is at ground level,” Dukett comments. “Motorists will be able to see businesses along the sides of the freeway. If you’re a merchant, you want to be seen. This is the only place along the 28-mile stretch where that can happen, except for a small section in San Dimas.”

In fact, Richards concedes that without the freeway, the project as currently envisioned might not have happened. “We’ve got 28 miles of

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EDUCATION

CSUSB Honors Four Faculty Members

Cal State San Bernardino honored four faculty members who have worked to make the campus one that not only accommodates, but celebrates the "variety of the human experience" during the recent university's annual Diversity Awards Reception.

Since the 1995-96 academic year, the university has honored faculty, staff, administrators, students, departments and community members for their significant contributions to further the cause of diversity and multiculturalism at CSUSB.

Frank Rincon, the university's vice president for student affairs, said that as part of its educational mission the university has adopted a Statement of Commitment to Diversity. The university strives to promote an

atmosphere that seeks "to include knowledge and values from many cultures in the curriculum and extra-curricular life of the campus community." Rincon commented, "Our commitment is to create an environment to promote and maintain activities and programs, which further our understanding of individual and group diversity. We will also strive to develop and communicate policies and promote values which discourage intolerance and discrimination."

Milton Clark, co-chairman of the University Diversity Committee said, "We don't simply talk about diversity. We embody it in every way."

The 2000-2001 recipients are:

- **Stuart Sumida, professor of biology.** Sumida, who is known for his work with animators at Walt Disney Studios and with students who assisted in preparing "Sue," the Tyrannosaurus rex fossil for display, has been active in diversity efforts on and

off campus. In his classes he uses course material as a way of introducing and discussing differences in the human population, such as anatomical differences based on age, maturity and sex. He has served on the University Diversity Committee as a member and chairman. Off campus, he has worked with Disney in various diversity initiatives, from having movie characters portrayed more accurately ethnically to helping in the design of Disney World rides to make them accessible to the handicapped.

- **Leonie Sutherland, assistant professor of nursing.** Diversity is as much a part of Sutherland's nursing as clinical topics. For example, she divides students into groups, and compares their findings with those already published; and fosters study on the "other faces of diversity" such as socioeconomic status. She has also participated in the university's diversity conference with colleague Anna Wilson (see below) with a presentation that focused on what students can do to improve their interaction with those from diverse cultures.

- **Elsa Valdez, professor of sociology.** Valdez, who specializes in Chicano studies, has been a strong and effective advocate for diversity and multiculturalism on and off campus. She provides students with the background of the United States' legacy of cultural and racial inequities and ongoing efforts to combat that legacy. She had mentored minority students who have gone on to

successful careers and prestigious graduate programs. She has been described as a tireless advocate for minority students, faculty and staff. Off campus, she is a member of the San Bernardino City Unified School Board, the Mexican American Political Association, Libreria Del Pueblo and San Bernardino's Bilingual Taskforce. *Hispanic Magazine* has named her one of its 35 "Most Influential Latinas."

- **Anna Wilson, a professor of nursing.** In addition to teaching, Wilson is the nursing department's retention and recruitment coordinator who is working to bring more diversity into the nursing program. For the fall quarter, of the 44-plus students accepted into the nursing program, 28 were students from Wilson's effort to attract more blacks and African Americans; first-generation college students; Hispanics; men; American Indians, and economically disadvantaged students.

She was nominated by the dean of the College of Natural Sciences to assist the University Diversity Committee in providing faculty with more diversity training. In addition, she has been a speaker at several seminars that focus on recruiting a diverse student population.

Each of the award recipients received a \$300 travel grant, a one-year free parking pass and will have his or her name added to the Diversity Perpetual Plaque. For more information, contact Alan Llavore at the public affairs office, (909) 880-5007.

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FINANCIAL INSTITUTIONS

Borrego Springs Bank Names Kim Bactad to Board of Directors

Kim M. Bactad, Viejas tribal member and former vice chairman of the Viejas Tribal Council, has re-joined the Borrego Springs Bank, N.A. board of directors.

The reappointment of Bactad, who served on the bank's board from 1998-2000, was approved by the Office of the Comptroller of the Currency. He will be immediately installed on the 11-member board. Formerly a bingo and casino manager and bingo consultant, Bactad served as vice chairman of the Viejas Tribal Council from 1992 to 1999, and is a resident of Julian.

"Kim has been a great contributor to the board of directors, and we are all very happy he agreed to serve once again," said Frank V. Riolo, president and CEO of Borrego Springs Bank.

In addition to Bactad, Borrego

Springs Bank directors include: Roger D. Anderson, co-chairman; Paul T. Carter, co-chairman, and founder and former director of Grossmont Bank and chairman of the Jack in the Box, Inc. audit committee; Drake Harris, controller of Viejas Casino; Thomas J. Hyde, manager of Ma Tar Awa RV Park and tribal government leader for 50 years; Anthony R. Pico, former Viejas tribal chairman; Dan Tucker, vice chairman of the Sycuan Band of the Kumeyaay Nation; David H. Van Cleve, district superintendent of the Colorado District, California State Parks; Carmen "Daisy" Welch, vice chairperson, and former Viejas tribal government chairman and tribal liaison and executive administrative assistant for Viejas Casino; Robert Zinser, vice president of Marathon Construction Corp, and bank presi-

dent, Frank Riolo.

The first American Indian-owned bank in California, Borrego Springs Bank has developed and tailored banking programs and specific services designed to meet the unique needs of the entrepreneurial growth of American Indian tribes. The bank has also been instrumental in assisting American Indians in developing economic opportunities and in financing tribal government projects.

Borrego Springs Bank is a full-service commercial bank serving east San Diego County communities with branch offices in Borrego Springs, La Mesa and Alpine. Borrego Springs Bank also has 12 loan production offices in Calif., Ariz., Colo., Nev., Ore., and Tenn., and was ranked the 37th largest SBA lender in the United States by the Coleman Report for the SBA's fiscal year ended Sept. 30, 2001.

SBA Launches New Internet Site for America's Small Businesses

Small business owners now will have access to legal and regulatory business information at their fingertips through *BusinessLaw.gov*—a new Web site designed to help reduce the burden of complying with laws and regulations announced the U.S. Small Business Administration.

BusinessLaw.gov is part of one of the 23 projects at the core of the Bush Administration's e-government strategy.

"Today, I am proud to announce this important project. The creation of *BusinessLaw.gov* is in keeping with President Bush's mandate that the information on government Web sites run across agency lines and be citizen-centered. This resource guide was developed with small business owners—our customers—in mind," said SBA Administrator Hector V. Barrreto in unveiling *BusinessLaw.gov* at the National Press Club with Mark Forman, associate director for Information

Technology and E-Government, Office of Management and Budget.

Understanding federal, state and local laws and regulations that affect day-to-day operations is critical to small business success. Because it provides interagency and intergovernmental information arranged by subject, *BusinessLaw.gov* will simplify the way government at all levels interacts with small businesses," the administrator added.

The White House Task Force on E-Government has recognized *BusinessLaw.gov* as a premier internet tool for small business. In addition to serving as the foundation for central business compliance resource for entrepreneurs, the site can be used by business managers, counselors, teachers and legal professionals as an educational guide.

The Web site consolidates and indexes, in one central location,

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EDUCATION

For-Profit Education: The University of the Future

By Dr. Richard S. Ruch, author of "Higher Ed, Inc. The Rise of the For-Profit University"

When most people think of college, they think of large student centers, dormitory living and sports teams. Or, they think of ivy-covered buildings and a tree-lined campus. But in reality, today only about seven percent of all college students who attend traditional liberal arts colleges and universities, are between the ages of 18 and 24, and live on campus. The other 93 percent represent what used to be called "non-traditional" students enrolled at many different types of institutions, including for-profit universities.

Many students today are career-oriented, looking for colleges and universities that can provide them with a high-quality education in a real-world learning environment and offer them the opportunity to learn practical skills relevant to the marketplace. Today, many for-profit institutions offer these benefits to their students, as well as a rigorous academic environment. Their students are highly motivated and have a clear sense of their educational

goals; many of them participate in accelerated programs and attend classes during the day and evenings and on the weekends.

For-profit colleges and universities constitute the only sector of the higher education industry that is growing. Since 1990, the number of for-profit, degree-granting colleges and universities has increased by 112 percent, from approximately 350 to 750 campuses. In addition to these institutions, many traditional colleges and universities, such as Stan-

ford University, have established for-profit extensions.

Why the growth and popularity of for-profit colleges and universities? For-

profit institutions prepare their students very well for demanding careers that generally have a high graduate employment rate. At DeVry Institute of Technology, for example, many students chose the institution because of its high graduate employment rate, approximately 93 percent

over the last 10 years. Education Management Corporation and Argosy Education Group also have graduate employment rates of more than 90 percent.

Many for-profit institutions are regionally accredited by the same agencies that accredit public and private institutions, and they offer bachelor's, master's and doctoral degrees. These accredited institutions require students to take general education courses to provide them with communication and critical thinking skills just like non-profits require of their students. A third to half of a DeVry student's course load, depending on the program, are general education courses.

Given the diversity of today's students, for-profit schools offer an alternative approach to a college education; they are not trying to replace traditional colleges and universities. For example, since many adults today are returning to college to change careers or update their skills, for-profit schools offer these students a "no frills" approach to learning. By attending classes year-round, students can complete their degree programs in less than four years, saving time and entering the workforce more quickly.

For-profit institutions are primarily interested in student success, so they look at the needs of employers to determine what programs they will offer. This approach helps ensure that their graduates will find

employment in their chosen fields. These institutions treat their students like customers and have missions to provide a quality education in fields where there is a high, unmet demand such as information technology, clinical psychology and computer animation.

Generally, for-profit schools do not have tenure systems nor do they require their faculty to conduct research or publish. These schools do not have this structure because they want professors to focus nearly 100 percent of their time on teaching and helping their students succeed. Many for-profit professors do choose to conduct research on their own time, but the majority of their time is spent on student-focused activities.

It's clear that for-profit institutions are successful. According to the Center for Education Law and Policy, over the next decade for-profit schools may grow represent 25 percent of the post-secondary market in terms of total dollars spent annually on higher education. With their track record for fostering student success and their innovative business-like structure, these institutions are being recognized as new leaders within the higher education field.

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Now It's Easier to Get Answers to Financial Questions at www.cslcpa.org

Can your heirs avoid paying estate taxes? Is it a good idea to incorporate your small business? What tax deductions can you take on your home office? Where can you find a CPA in your area?

These financial questions and countless others are answered at the redesigned Web site of the California Society of Certified Public Accountants - www.calcpa.org.

"We've upgraded the Web site to make it easier for consumers as well as members of CalCPA to use," said Jane Girard, online manager. "The public especially will want to check out our Find A CPA service through which they can easily find a CPA who lives in their area or who specializes in a particular field such as small business.

"Another great consumer feature is Ask a CPA, which answers questions we receive from individuals and businesses about tax regulations, financial planning, estate planning and other areas."

CalCPA.org contains a special section for students who want to

know about accounting careers and the requirements for becoming a CPA. CalCPA is conducting a special outreach program to high school students in which members will visit high schools to talk about their work and the advantages of becoming a CPA.

The Web site also features CalCPA news releases; links to CalCPA's 14 chapters' Web pages and their newsletters; resources for accountants; job listings for accountants; a clearing house that helps to match CPAs with charitable organizations that need volunteer accounting services, and CalCPA contact information.

"The redesign of our Web site is just one of several activities CalCPA is doing in conjunction with our commemoration of 100 years of CPAs in the state of California," Girard noted. "CalCPA.org has been a valuable resource for both consumers and CPAs since it was launched in 1997. The new version should prove to be even more valuable."

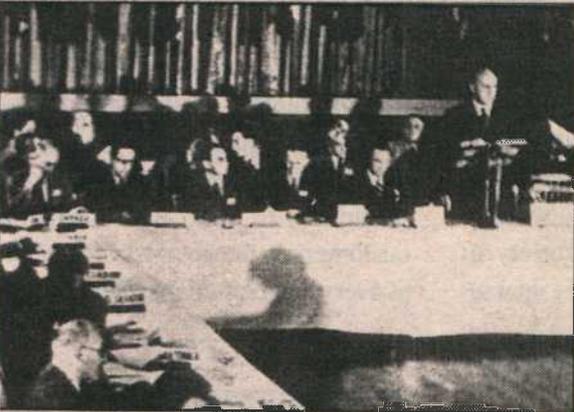
The California Society of Certified Public Accountants (CalCPA) (www.calcpa.org) is one of the nation's largest accounting organizations and the largest CPA association in California. It serves 28,000 members in public practice, private industry, education and government.

Letter to the Editor

Congress Needs to Vote ...

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phone network for Internet service providers. Not a good track record



for a company seeking market dominance over one of the most promising sectors of the economy.

Current law requires the Bell companies to show that competition exists in local phone markets before they are permitted to move into the long-distance market and high-speed Internet market. Tauzin-Dingell would remove this competitive safeguard. Ironically, the Bells have been "successful" in creating a new monopoly without the help of Congress. In its own filings with the Federal Communications Commission, Pacific Bell says it has more than 85 percent of the DSL market in California. Tauzin-Dingell would simply expand and preserve that monopoly by putting smaller carriers and ISPs out of business. Without these competitors, there is little choice, and without a choice, consumers and small businesses will suffer.

Tauzin-Dingell would rewrite, and in some instances, repeal key parts of the landmark 1996 Telecommunications Act. At the time, the Bell companies had a huge competitive advantage built up over a century of public subsidy and monopoly—essentially a 100 percent market share. The 1996 Act thus restricted the Bells from certain markets—such as long-distance data transmission to allow newer, smaller companies a chance to compete on a level playing field with the Bells' own subsidiaries. The Bells must currently allow competitive carriers and Internet service providers to use their network at

wholesale cost for high-speed Internet services like DSL. These network facilities provide the "on and off ramps" to information highways for most telecommunications services. Tauzin-Dingell would end fair access to these networks, preventing other companies from competing in any meaningful way.

In recent years, the Bells' new competitors have poured more than \$50 billion into new research and infrastructure to support the tech boom of recent years. And they have become the data transmission providers of choice for small businesses and Internet service providers. The Association for Local Telecommunications Service estimates that more than 70,000 jobs would be lost if Tauzin-Dingell becomes law. And the billions spent on investment and innovations would end up being for naught, if Congress allows the Bells to lock out competitors.

Many academic experts agree on Tauzin-Dingell's monopoly impact. Yale Braunstein, Ph.D., of the School of Information Management and Systems at the University of California at Berkeley, says that this legislation "would certainly stifle competition, reduce customer service, and increase Internet costs for consumers."

Throughout most of this century, the telephone network was a regulated, "end-to-end" monopoly where "Ma Bell" was the sole provider of all services and products, including the phone itself. While having one company do everything can sometimes make things simple, America decided a long time ago to favor the benefits of true competition: lower prices, innovation, more choice, better customer service and job growth. The 1996 Telecommunications Act offered a promise of choice and competition that has not yet been realized.

If Congress caves to the Bells, it will be consumers, small businesses, and the economy that will pay the price.

Mike Jackman is executive director of the California Internet Service Providers Association Inc.

AT DEADLINE

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ifornia is proud to announce the opening of the Inland Empire Regional office, located at: Special Olympics Southern California, Inland Empire Regional Office, 3600 Lime Street, Suite 711, Riverside, CA 92501; phone: (909) 778-1555; FAX: (909) 778-1557.

Our mission is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for people eight years of age or older with mental retardation, giving them continuing opportunities to develop physical fitness, demonstrate courage, and experience joy and participation in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes, and the community.

We look forward to the opportunity to be a resource for you, to work with you, and to be part of the community. "Inspire Greatness!"

SANBAG Chooses Preferred Route to Link Counties

A new route between Moreno Valley and the Redlands/Loma Linda

area of San Bernardino County is a possibility worth exploring through an environmental impact report, the SANBAG board of directors decided.

During the past year, SANBAG and Riverside County Transportation Commission have been studying routes to link the two counties as part of Riverside's Community and Environmental Transportation Acceptability Process. Committees were formed to examine possible routes to improve traffic movement and safety. Eight such routes were identified.

Public meetings were held in April to obtain comments from citizens about the routes. Many participants expressed the need to retain the rural character of the area and to restrict local access to the roads.

After reviewing comments, the committee recommended building a new parkway from Interstate 215/Star Route 60 junction, north along Morton Rd. and under Box Springs Mountain, using a tunnel. This would connect to California St. at Interstate 10 at the Redlands/Loma Linda border.

SANBAG'S board members endorsed this alternative and voted to proceed with a state environmental impact report to analyze this possible new route in detail.

More Business

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Prevailing Wage Law Is Problematic for the Geotechnical Industry

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Greater impact on Southern California than other regions of the state

The prevailing wage rates are proportionately higher in Southern California. Construction unions in Southern California get enough work and retain a large number of employees to qualify their wage rates through collective bargaining agreements as the prevailing wage rates for the region. These rates are higher than areas where unions have a smaller percentage of construction projects and therefore do not use union wage rates to set the prevailing wage rates.

Proposed legislation will intensify impact of the law

SB 975 proposed by Senator Richard Alarcon would expand the scope of projects subject to the Prevailing Wage Law to include redevelopment projects and many private projects. If passed, it would deepen

the financial impact to the industry and taxpayers and create more uncertainty and liability for businesses and public agencies about how to apply the law. The expansion of law to residential projects is also being considered.

Prevailing Wage Law

The Prevailing Wage Law originated in 1931 at the federal level as the Davis-Bacon Act, in response to concerns about construction quality because wages on public projects were so low, and to protect construction workers from wage cutting by future "hostile" administrations.

The University of Utah has researched and documented how the Prevailing Wage Law has positively affected the construction industry for which the law was designed. The university found that without Prevailing Wage Laws there would be tripled cost overruns on public works projects, an increase in construction injuries, a 40 percent decrease in apprenticeship training, a greater than 40 percent decrease in apprenticeship training for minorities and a decrease in state tax revenues from lower-paid workers.

Leighton and Associates' engineers

SBA Launches New Internet Site for America's Small Businesses

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links to credible sources of information on 39 areas of general interest ranging from the most basic topics, such as licenses and permits, to highly specialized topics, such as e-commerce and exporting. The site also offers information specific to each state and territory including sections on "Hiring Employees," "Paying Taxes" and "Selecting a Location." To serve a variety of user preferences, it features interac-

tive tools, searchable frequently asked questions and answers, downloadable forms and publications, electronic regulatory compliance guides and portal capability.

BusinessLaw.gov takes Web technology to the next level by helping end-users identify and solve their problems. It uses searchable "frequently asked questions" and interactive digital guides—"business wizards"—to lead small business customers to the answers they need at every stage of the business cycle.

and geologists provide innovative geotechnical solutions for construction and redevelopment sites through detailed geological investigation, creative engineering design, and cost-effective implementation of remedial measures. Services include site planning, design of foundations and earthwork, field observation and soil testing during grading and construction. For more information about Leighton and Associates, visit the Web site at "http://www.leightongeom.com."

Nation's First Harley-Davidson Airport Rental Agency Opens at Palms Springs International

Renting transportation at airports is somewhat of a humdrum affair. Plenty of those four-wheel vehicles are available throughout the United States at airport locations. Now, a new and exciting mode of transportation—Harley-Davidson motorcycles—are available for the first time for rental at Palm Springs International Airport—America's Resort port. This is the first ever motorcycle rental agency at an airport terminal in the United States.

The Palm Springs location is co-owned by Don Swedo and Don Herborn of EagleRider, Inc., the world's largest renter of Harley-Davidson motorcycles with additional locations in San Diego, St. Louis and Miami.

Swedo said, "The response to our new Palm Springs airport terminal location has been tremendous. We're renting a variety of Harleys including all of the popular models. All that is required is a valid motorcycle license with a minimum age of 21."

Poverty in California

Levels, Trends, and Demographic Dimensions

continued from page 6

9.1 percent in 1969 to 10.2 percent in 1979 to 12.9 percent in 1989. Over the past three decades, poverty in California has grown by 3.8 percentage points.

The California experience stands in marked contrast to that of the rest of the nation where the poverty rate fell from 12.5 percent in 1969 to 11 percent in 2000. During the 1970s, the poverty rate in California was consistently lower than that of the rest of the nation. During the 1980s, the state level caught up to that of the rest of the nation, and throughout the 1990s, poverty was consistently higher in the state than in the rest of the nation.

In 1970, 1.9 million people were poor in California. By 2000, the number of poor had more than doubled to 4.37 million.

In 2000, California's poverty rate was the 12th highest among the 50 states and Washington, D.C. The highest ranked state was New Mexico, followed by Louisiana and Washington, D.C. By comparison, in 1990, California was the 19th ranked state and in 1980, it was ranked 30th.

California's high level of and rising trend in relative poverty is related to high and growing income inequality in the state. Relative poverty measures the income of low-income families against that of median-income families. The income gaps between those in the bottom of the distribution and those in the middle and top have grown substantially over the last three decades. The income gap in California was explored more fully in a previous issue of *California Counts* (Daly, Reed, and Royer, 2001) and in Reed (1999).

There is no single, objectively

preferred method of measuring poverty. The most common measure in the United States is the poverty threshold established by the federal government. Recently, there has been strong criticism of the threshold level and of the lack of regional adjustments reflecting local prices or local income levels. For understanding poverty in California, it is useful to consider the results that hold true across all three measures presented here: Poverty has declined substantially in California in the last few years, yet poverty remains higher in California than in the rest of the nation. For the two poverty measures where we can calculate trends, we see a rising trend in California over the last three decades with poverty rates growing faster in the state than in the rest of the nation.

Rules that BLIND Be more effective with fewer rules

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Too many rules and you end up spending all your time enforcing them. This creates a lot of work. Some people argue that rules add structure. A certain amount of structure creates freedom because guidelines liberate people and make them more productive. However, most companies place too much emphasis on structure and not enough on their people.

The Pitfalls of Rules

- 1) applying the same rules to everyone can cause resentment. Different people have special circumstances. If these are ignored, people feel ignored;
- 2) too many rules create an atmosphere of prohibition. Employees learn not to rely on their own judgment. Instead of thinking on their

- feet and taking risks, they use the rules as their fall back position;
- 3) if it's not in the rulebook, they may not do it;
 - 4) relying on stale rules deprives employees of their creativity;
 - 5) rules create more rules, which create a lot of administration and, in the long run, are very costly;
 - 6) usually rules spill over onto customers. Soon, if someone wants to buy from your company, they must first study and abide by the rules. They could just go somewhere else;
 - 7) too many rules communicate a lack of trust in employees;
 - 8) rules create an attitude. Employees mimic this attitude and its affects how they deal with suppliers and customers. For example, the company has a strict policy about payment terms. So employees continually bang customers over the head with payment terms. They are just doing their job;
 - 9) rules affect the atmosphere employees work in and customers buy from. Everyone has had the experi-

ence of walking into a store to be greeted with signs like, "Do not touch!" or "You break it you pay." Imagine being invited into someone's home and seeing signs like these. Would you be eager to come back?

10) managers become parole officers enforcing rules. They get so caught up in who did what wrong, they forget to lead and end up babysitting.

How Rules are Set

How are rules set? Usually an employee does something undesirable, so management creates a policy and punishes everyone. Actually rules are set this way in every facet of the company. Consider this example: a few customer cheques bounce, so the company sets a policy of accepting no personal cheques. It's hard to estimate how much lost business is directly related to this new policy.

Rules are also set strategically. A company has a certain objective so they create rules to make sure it happens. Instead, why not empower employees to achieve goals, versus punishing them with more rules?

Power Comes From People

Effective managers know power comes from people. The manager's role is not to have power over people by enforcing rules, but to support and coordinate employees' efforts. This may be a complete attitude shift for some managers who are used to being in charge.

In most companies, the manager is also expected to be the leader. They can most effectively lead by empowering employees to use their own judgment and skills to benefit the company. Can you trust people to do their job without all the rules and controls? Yes. Most people do the right thing when left with their own judgment. If you tell employ-

ees what to do, they will automatically do it your way without calling on their own creativity and judgment. After awhile this creates a stale work environment. Instead of being alive with creative ideas flowing, people dutifully do their jobs.

Stop Relying on Rules

How to stop relying on rules? Empower employees to solve problems on their own, making them a part of the solution. Get them asking, "What is the best way to handle this?" Then, provide them with the resources and support to do it. For example, lets say it was taking employees too long to go through their email every day. Instead of creating a policy that limits the time spent picking up email, ask employees, "How can we use our email system more effectively?" Let them come up with the solution. Being a part of the solution makes employees more accountable, creating much less paperwork and formality.

Final Words

Decide how and when you will set rules. Instead of setting them ad-hoc whenever it seems necessary, decide in advance when and where it is appropriate. For example, rules are often necessary for routine things where, otherwise, everyone would do it differently every time, causing chaos. If something comes up that you think requires rules to be developed, ask, "How many people does this directly affect?" Will this rule help us deal with future situations or is it just creating more paperwork? Is this something that we can empower employees to deal with themselves and use their own judgment? How can I involve all people who are affected by this policy?"

Be careful where you set rules, they may come back and haunt you.

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HEALTH

California Hospitals Express Dismay at State Proposal to Cut Medi-Cal Lawsuit Settlement Funds

California's health care leaders today expressed dismay at a proposal to cut \$255 million from this year's state budget specifically allocated to settle three lawsuits that challenged inadequate reimbursement rates paid to hospitals that provide care to Medi-Cal outpatients.

A newly released report by the state Legislative Analyst's Office (LAO) recommends that the legislature consider cutting the funds set aside earlier this year as part of a court-approved settlement between the state Department of Health Services (DHS) and the state's hospitals.

"This policy recommendation is unconscionable," said C. Duane Dauner, president of the California Healthcare Association (CHA). "California's hospitals have waited for more than 10 years to be adequately paid for the care they provide to Medi-Cal patients. This issue has

wound its way through both the state and federal judicial systems, and at every step we have won.

"The state has an obligation to fulfill the settlement agreement and adequately reimburse hospitals for the health care services they provide," Dauner added.

The proposed Medi-Cal budget cut is part of a set of broader recommendations issued today by the LAO to help guide the legislature in solving the state's projected \$12.4 billion budget deficit. The elimination of the \$255 million Medi-Cal lawsuit settlement is by far the largest proposed budget cut recommended by the LAO.

CHA in 1990 sued DHS following years of negotiations over the method the state used to determine Medi-Cal reimbursement fees. The lawsuit made its way to the ninth U.S. Circuit Court of Appeals in

1997. The ninth Circuit Court, ruling in CHA's favor, found that DHS had violated federal law by not setting Medi-Cal reimbursement rates which were reasonably related to hospital costs. Medi-Cal is California's version of Medicaid, the federal health care program for low-income people. Medi-Cal is jointly paid for by both state and federal funds.

In December 2000, after a decade of litigation, the state and CHA agreed to a financial settlement of the lawsuit. The settlement called for the state to make a one-time lump sum payment of \$350 million to hospitals as compensation for the unlawfully low reimbursement rates paid to hospitals over the past 10 years. Because the federal government covers slightly more than half of Medi-Cal costs, the state's share of the retroactive settlement is approxi-

mately \$175 million.

Two other lawsuits, one filed by eight counties in California and the other a class challenged DHS' outpatient reimbursement methodology. Although neither of these lawsuits has yet gone to trial, they were included in last December's settlement agreement.

The settlement agreement also calls for hospitals to receive a 30 percent increase in Medi-Cal outpatient reimbursement rates in the fiscal year that began July 1, 2001. Beginning on July 1, 2002, Medi-Cal outpatient rates are scheduled to increase by an additional 3 1/3 percent annually for three years. The state's share of these funds totals nearly \$80 million. Both the retroactive payment and the prospective rate increases are included in the LAO's recommended budget cut.

Large Scale Downsizings to Continue Through 2nd Quarter

continued from page 5

more, the most progressive companies are investing in leadership development and coaching services to retain high-potential employees and help remaining managers become more effective at building the business. "While companies are under pressure to meet bottom-line objectives today, they also know they need personnel who can see them through the tough times and capitalize once the recovery takes hold," says Kuehn.

People who have been impacted by downsizing should bear that

in mind, Kuehn says, but they should also recognize that in a lean job market they might need to make short-term employment decisions that do not fit into their long-term career goals. "Maybe it means pursuing temporary or contract work. That may not be ideal, but it can bring needed income even as you look for something more permanent. Consider these criteria: If it's an easy commute, allows you to take time off for interviews, doesn't commit you full-time for a long period, and provides an experience that adds value to your resume, it's worth doing," he says.

Commentary from State Assemblyman Bill Leonard

continued from page 22

posals were opposed by school nutrition administrators. More importantly, this bill measure was opposed by local school boards, which are the people you elect to make decisions about what goes on at your local school. They are the people to whom you can speak about issues that concern you—at a local meeting or even

in the corner grocery store.

Yet, the majority of legislators and the Governor thought these people were no longer competent to make such decisions. The decisions about what children eat cannot and should not be made by bureaucrats in Sacramento. That is something we should trust parents and local school officials to do. But now, those decisions are out of their hands.

EPIC Award Winner

Century Housing has been selected as the recipient of the Office of Federal Contract Compliance Programs EPIC Award as a result of the significant efforts of Suataute Anoa'i and the staff of the Century Community Training Program. The EPIC (Exemplary Public Interest Contribution) by the U.S. Depart-

ment of Labor Award salutes organizations whose activities support the department's mission by bridging the skills gap. Century "...is being honored for its many outstanding programs that provide quality housing paired with on-site valuable social services. The attitude of 'affordable housing communities need more than shelter' can be seen in its programs for its working-class families." For more information, visit: www.centuryhousing.org.

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TEMPORARY PLACEMENT AGENCIES

AppleOne Breaks Into the Forbes Private 500

Staffing industry innovator AppleOne Employment Services has been added to the prestigious Forbes 500 Largest Private Companies list.

Now in its 16th year, the Forbes Private 500 is the definitive roster of America's largest nonpublic corporations. The 500 companies listed in the magazine's Nov. 26, 2001 issue are all headquartered in the United States, and earned at least \$604 million in revenues.

Based in Glendale, Calif., AppleOne Employment Services was founded in 1964 by Bernard Howroyd. An industry novice, AppleOne's president and founder opened his first office with nothing more than used furniture, a lot of optimism, and a strong conviction that he can help find people the right jobs, and companies the right people. But AppleOne appeared to be fighting a losing battle. Soon, Howroyd's initial capital was reduced to a desperate \$5.94. Fortunately, persuasion and persistence cost nothing, and Ap-

pleOne's meager assets held steady as he won over his first client.

Nearly four decades later, Bernie—as he is fondly called by his employees—remains at the core of AppleOne's progress. Progress which includes the nurturing of that paltry \$5.94 into nearly \$650 million by the end of the year 2000, as well as AppleOne's record 270 percent growth in the last three years. Despite the company's explosive growth, Bernie continues to be a hands-on leader. He begins each day by visiting an AppleOne branch and meeting with the entire staff, making sure each member understands and applies the key philosophy to which he owes AppleOne's success: "Clients for life." As simple and straightforward as the man himself, this phrase is the foundation of the company. Focusing on fulfilling each client's needs has not only allowed AppleOne to forge and sustain enduring partnerships with both job seekers and client companies—it also enabled AppleOne to

thrive even in the toughest of times.

In a fierce market competing within a capricious economy, AppleOne has distinguished itself by consistently providing its clients with highly effective, turnkey staffing solutions that are years ahead of the competition. Its formidable convergence of vast expertise and revolutionary technology makes AppleOne one of the industry's more dynamic players. AppleOne is now making strategic, decisive steps toward becoming a billion-dollar company.

With hundreds of offices operating in key cities throughout the United States and Canada, AppleOne offers temporary, temp-to-hire and direct hire services, as well as solutions geared toward enhancing client productivity and profitability. AppleOne currently maintains a 50,000-company client base and has more than three million candidate results to its credit.

"Making the Forbes 500 Largest Private Companies list is a major

milestone for AppleOne. It's both exciting and humbling to be listed with well-known corporate gains and veritable household names," says Bernie. "We are all very proud of this latest achievement, and are now more inspired and determined than ever to deliver the level of service AppleOne is becoming more and more known for."

Indeed, the company's transformation from humble beginnings to unparalleled success mirrors the life of AppleOne founder and president Bernie perfectly.

Since the opening of our first Inland Empire office in the 80s, AppleOne's empire within the Inland Empire has flourished due to the region's dynamism, abundance of opportunities and diverse economy. Bernie—with the help of AppleOne DVP Gregg Hassler and his team—currently manages seven strategically placed offices throughout the Inland Empire.

Managers Grow Corporate Muscle

Managers and executives who have vowed to get into shape can also make their companies stronger—by beefing up corporate leadership with eight resolutions offered by Development Dimensions International (DDI).

Unfortunately, too many companies have neglected leadership development. More than 4570 CEOs of major companies departed their jobs in the first half of 2001, and the exodus from the executive suite continued in the second half.

The root of the problem is that too many companies have built succession management systems but don't truly support them, just as many people buy treadmills or exercise bikes then fail to use them. The only solution is for managers and executives to make and keep firm resolutions to develop their organizations' talent.

Resolutions from DDI to build stronger leaders

- 1. Make a leadership game plan.** Determine what type of leadership your company will need in the future. Create a plan that identifies potential leaders, diagnoses their developmental needs, lists actions for development and measures progress. Linking it back to your business strategy is key.
- 2. Hire all-around athletes.** Understand what skills, knowledge and competencies your team needs today and in the future. Hire those individuals who can play a variety of positions as your company grows and changes.
- 3. Test for success.** To clearly identify potential and prescribe development, use appropriate tools such as assessment centers, simulations and

paper and pencils tests.

- 4. Don't get caught in a leadership "half nelson."** You or the leaders who work for you can be sabotaged by ignoring eleven "derailers." Pay attention to potential leaders who might have these qualities—they could derail you and themselves. Derailers include: impulsiveness, low tolerance for ambiguity, arrogance, micromanagement, self-promotion, volatility, risk aversion, defensiveness, imperceptivity, approval dependence and eccentricity.
- 5. Make stretch assignments.** Challenging job assignments or new projects will help new leaders develop more quickly. Give team members the opportunity to try out new positions.
- 6. Know the ropes of development.** There are many ways to devel-

op new skills—online learning, in the classroom, new job assignments, shadowing others, etc. The key is to understand which approaches work for the individual and the skills, knowledge or competencies that need to be developed.

- 7. Bring in the coach.** The manager of a high-potential employee is not always the best coach. Seek out people who may have coaching skills and the competencies your high-potential team member needs.
- 8. Keep score.** Most people can create a development plan, but of those that do 70 percent, do not review and measure progress of development. If development isn't happening or you don't know if what is happening is effective, then new leaders cannot emerge.

National Housing Development Corporation Closes California Investment Pool

Nonprofit Raises \$15 Million in Initial Funding Outreach to Acquire, Preserve At-Risk Affordable Housing

National Housing Development Corporation (NHDC) has announced the historic closing of its California Investment Pool (CalPool), LLC, a \$15 million equity pool created to preserve affordable multi-family housing in California.

The first and only pool of its kind, CalPool combines \$13.5 million in equity subscriptions from nine private financial institutions with \$1.5 million in equity from NHDC to form a public/private capital pool designed to accomplish NHDC's affordable housing preservation mission, by pre-arranging non-project specific equity

funding.

NHDC's \$1.5 million contribution was drawn from \$17 million in federal grant monies appropriated by Congress specifically for the acquisition and preservation of affordable housing. In particular, Congress has endorsed the NHDC model because it achieves high private-sector leverage of federal dollars, producing maximum public benefits with minimal federal subsidy.

Participating investors — Washington Mutual Community Development, Inc., IndyMac Bank, Downey Savings and Loan Association, F.A., United Commercial Bank, PFF Bank & Trust, Business Bank of California, Northern Trust Company, General Bank and Bank of the Orient — will recover their investment capital in three to five years, earn an eight percent annual average return, and receive full investment test credit under the Community Reinvestment Act (CRA) for their participation.

"Given the extraordinary times we find ourselves in, it's rather amazing to be able to go out and raise this

kind of money entirely from private sources. However, I think it shows that these banks not only understand the gravity of our housing crisis, but want to step up and do the right thing to help solve it," said Jeffrey S. Burum, NHDC's executive director. "I salute them both for their vision and their willingness to share in ours."

According to the Department of Housing and Urban Development, as of 1997, more than 900,000 Section 8 units nationwide were at risk of losing their affordability. Nearly 10 percent of those units are in California, by far the largest number of at-risk units in any one state. Rising real estate values in the state have made it more economically attractive for owners to opt out of the subsidy program, making the situation even worse. Since then, an estimated 10,000 subsidized units have lost their affordability due to owner opt-outs or pre-payments in California alone.

"If the success of CalPool is any indication, we hope and expect that many other financial institutions and other types of investors will view our upcoming pools as an outstanding opportunity to do well and also to do

good," Burum said. "We look forward to duplicating the CalPool model outside of California, demonstrating just how effective public/private partnerships can be in addressing pressing social issues.

"We are pleased that CalPool can serve as a vehicle to assist banks in meeting their CRA obligations, while preserving the affordability of rental housing for families who need it and communities that would undoubtedly suffer without it," Burum concluded.

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BRAVURA! A Gala Evening of Cuban Ballet!

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acommo Puccini's *Turandot* scheduled to hit the boards at the Dorothy Chandler Pavilion of The Los Angeles County Music Center on May 25th.

The production will be sung in Italian with English Supertitles.

Turandot is one of the grandest and most spectacular of all operas and is always a huge audience favorite. With such great arias as the famous "Nessun dorma" and *Turandot's* imperious "Riddle Scene," this masterwork has captivated audiences worldwide since its premiere in 1926.

After his triumph as Radamès in Los Angeles Opera's production of *Aida*, South African-born tenor **Johan Botha** returns as Calaf to win the hand of American soprano **Audrey Stottler's** *Turandot*, a role

she has made indelibly her own.

By his own admission, the great Puccini found composing *Turandot*, his last and most spectacular opera, to be a mighty challenge. In response, he created some of his greatest melodies and most brilliantly evocative orchestrations.

For this Los Angeles Opera premiere, principal conductor **Kent Nagano** will introduce for the first time to North America a newly orchestrated ending by celebrated Italian composer **Luciano Berio**.

Performances will be held May 25th thru June 16, 2002 at the Los Angeles County Music Center in downtown Los Angeles.

Tickets for individual performances are available at the Los Angeles opera box office at the Dorothy Chandler Pavilion... Box office hours: Monday through Saturday 10 a.m. to 6 p.m. Closed Sundays. Tickets are also available through all Ticketmaster outlets, by phone through Ticketmaster at (213) 365-3500.

Who's Caring for California's Most Vulnerable Patients?

continued from page 30

that the amount of charitable care (free health care) and community benefits provided by not-for-profit community hospitals far exceeds the combined tax payments and charity care services of their for-profit counterparts—underscoring the importance and justification of their tax-exempt status.

“Not-for-profit community hospitals are absolutely essential to California's health care delivery system,” said Penny Stroud, author of the report and founder of Cattaneo & Stroud, a management-consulting firm focused exclusively on health care issues. “We found, in specific measurable terms, that not-for-profit hospitals are leading the way in providing essential health care services, charity care, access to vulnerable populations and advancing medical research and innovation.”

Responding to the report, community and health care leaders agreed that not-for-profit community hospitals are integral in the delivery of care in California, particularly for underserved populations.

“Latino families—and particularly Latino children—are uninsured and under insured to a much greater extent than other California families. Not-for-profit community hospitals assume much of the responsibility of making sure Latinos get the quality care they might otherwise go without,” said Edwin Rivera, policy director for the Latino Coalition for a Healthy California.

“Not-for-profit, voluntary hospitals have served their communities through thick and thin and are invested in the health of the public,” said Linda B. Miller, president of the Washington, D.C.-based Volunteer Trustees Foundation, a national organization of not-for-profit hospital and health system governing boards.

The study is the first comprehensive evaluation of its kind in California. Key findings include:

- **Not-for-Profit Community Hospitals represent only 46 percent of facilities but provide the major-**

ity of care to California patients.

- 61 percent of emergency visits were handled by not-for-profit community hospitals, compared to only 17 percent at for-profit facilities.

- More than 60 percent of pediatric, obstetrics, neonatal, surgery and transplant services were provided at not-for-profit hospitals.

- 54 percent of California's Medi-Cal patients were cared for at not-for-profit community hospitals vs. 21 percent in for-profit hospitals.

- Of the 47 designated trauma centers in the state, 32 (68 percent) are in not-for-profit community hospitals vs. only five (11 percent) in for-profit facilities.

- Not-for-profit community hospitals are particularly vital to the most vulnerable populations—children seniors, Medi-Cal patients, indigent, critically ill and emergency patients.

- **Not-for-Profit community hospitals' charity care levels far exceeded the combined tax payments and charity care of their for-profit counterparts.**

- Not-for-profit community hospitals provided more than *seven times* the unfunded charity care (free care) that for-profit hospitals provided in California.

- Not-for-profit community hospitals reported more than \$991 million in charity care, research and education in 1999 compared to \$31 million in taxes and \$105 million in charity care, research and education reported by for-profit hospitals. On a per facility basis, they provided \$2.4 million in charity care and spent an additional \$2 million for research and education, compared to the \$224,000 per facility in taxes, \$649,000 in charity care and \$107,000 for research and education that was spent by for-profit hospitals.

- 73 percent of all unfunded charity care in California was provided by not-for-profit community hospitals in 1999.

- 28 percent of the state's county

indigent patient discharges were seen in not-for-profit community hospitals vs. less than 5 percent in for-profit hospitals.

- 17 percent of county indigent outpatient visits were provided by not-for-profit community hospitals, versus 1.9 percent at for-profit hospitals.

- Community benefit services provided by not-for-profit community hospitals include, among others, charity and indigent care, free health screenings, primary care clinics and immunizations, medical research, medical counseling and support groups, health information resources, donations of employee time and expertise and community health education.

- **Not-for-Profit Community Hospitals are innovators in advancing the quality of care and outcomes through extensive research and clinical initiatives.**

- Not-for-profit community hospitals do not have shareholders and therefore are able to invest excess funds into facilities and equipment improvements, advancing quality of care, research and education.

- California's not-for-profit community hospitals spent almost \$460 million on research and education in 1999, more than thirty times the \$15 million spent by investor-controlled facilities.

- Research institutes at California's not-for-profit medical centers have led to knowledge and discoveries that advanced our understanding and treatment of bone marrow transplantation, breast cancer and other severe and chronic diseases.

- Not-for-profit health systems' clinical initiatives are advancing health care quality and reducing costs through defining and disseminating best practices for treatment of common diseases such as congestive heart failure and diabetes, and common procedures such as hip replacements and cardiac surgery.

- Not-for-profit health systems and hospitals are leveraging the resources

of their organizations and affiliated physicians to develop innovative systems to use technology to improve the quality and efficiency of health care, with electronic medical records and Web-enhanced systems for scheduling, pharmacy management and patient-centered care.

The report also outlines the mounting economic challenges facing not-for-profit community hospitals and indeed the majority of all hospitals in California. Low and reduced reimbursement rates, the impact of managed care, increased pharmaceutical and technology costs, a nursing shortage and a multiplicity of unfunded mandates are resulting in hospitals closing or reducing lowest in the entire nation and almost half the amount of payments in New York. In 1999, 57 percent of California hospitals reported operating deficits; that figure rose to more than 64 percent of California hospitals in 2000.

According to the report, in this exceptionally challenging financial environment, one of the most important aspects of the not-for-profit model for health care is access to tax exempt financing. Without it, many not-for-

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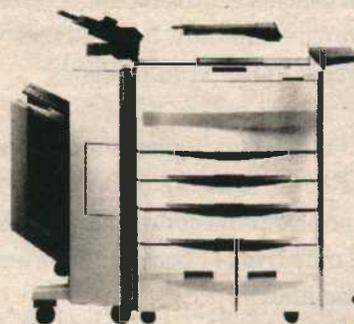
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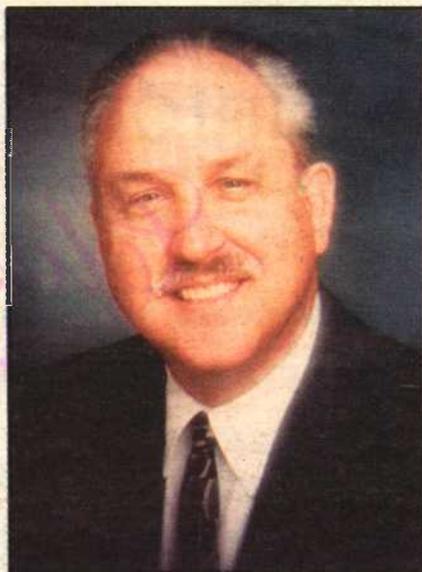
continued from page 30

Baker is a past president of the Western Association of Food Chains and serves on the board of directors of the California Grocers Association, National Orange Show, Inland Empire Arthritis Foundation, and is a member of the St. Bernardine Medical Center Community Board and the Advisory Council of the University of California, Riverside, Graduate School of Management.

Graduating in 1963 from Eastern Kentucky University, Baker has a bachelor of science degree in business. He also served as a captain in the United States Air Force.

Brown stated, "Don has made valuable contributions to the success of Stater Bros., including the very successful and smooth transition of 43 Albertson's and Lucky supermarkets into outstanding Stater Bros. supermarkets."

Brown also announced the pro-



George Frahm

motion of George Frahm to the position of senior vice president of administration.

In this capacity, Frahm is responsible for overseeing the operations of the company's personnel, training, labor relations, insurance, workers' compensation, and support services departments. He reports to Don Baker, executive vice president and chief operating officer of Stater Bros. markets.

As a 28-year member of the Stater Bros. "Family" of employees, Frahm has extensive experience in retail store operations and labor relations. He has held various management positions such as store manager, grocery supervisor, district manager, director of labor relations and most recently vice president of labor relations.

Frahm received a bachelor of arts degree in psychology from California State University, Los Angeles in 1975. Frahm resides in Chino Hills.

Brown stated, "George has proven to be a leader and a very effective and competent member of our senior management team. He has made many valuable contributions to the success of Stater Bros."

Stater Bros. markets currently operates 155 supermarket locations, with 46 in San Bernardino County, 40 in River-

side County, 30 in Orange County, 27 in Los Angeles County, 10 in Northern San Diego County, and 2 in Kern County. There are over 13,000 members of the Stater Bros. "Family" of employees. Stater Bros. is the largest private employer in the Inland Empire of Southern California, which is one of the fastest growing areas in the United States. Headquartered in Colton, Stater Bros. has been serving Southern California customers since 1936 and is celebrating its 65th Golden Anniversary. In May 2002, Stater Bros. will open its 156th supermarket in Chino Hills.

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Who's Caring for California's Most Vulnerable Patients?

continued from page 41

profit community hospitals simply could not survive.

"While the medical and community benefits flowing from not-for-profit community hospitals are invaluable, many of these hospitals face daunting economic challenges that threaten their very survival," continued Stroud. "Protecting and nurturing these assets should be a top priority of the governments, businesses and communities that benefit from their existence.

"This report makes an important contribution to the current public dialogue regarding the roles and contributions of California's non-profit hospitals," said Joseph M. Hafey, President and CEO of the Public Health Institute. "Equally important, it raises critical public policy issues that must be addressed surrounding the financial

crisis facing not-for-profit and public hospitals in California."

Rivera of the Latino Coalition for a Healthy California agreed: "Particularly in this rapidly changing health care climate where millions of Californians are struggling to receive care and many hospitals are closing or cutting services, we should be working to support and preserve not-for-profit community hospitals."

"This timely report should remind every legislator and public policy expert of the importance of protecting the nation's not-for-profit hospitals," said Miller of the Volunteer Trustees Foundation.

Data used in this report includes hospitals reporting financial data to the Office of Statewide Planning and Development in the years 1995-1999. Statistics are for 1999 unless otherwise noted.

Harvest Auction 2001 ... an Evening With Alice Waters

continued from page 30

Cookbook." She has always encouraged her chefs and readers to decide what to cook for dinner only after visiting their local farmers' market.

The inspiration for many of her honest, earthy creations is derived from Mediterranean cuisines and the creative improvisations of talented chefs.

When Berkeley's Chez Panisse Café (located above the more formal Chez Panisse restaurant) opened on

April Fool's Day, 1980, Waters wrote: "We hung the walls with old French movie posters advertising the films of Marcel Pagnol, films that had already provided us with both a name and an ideal; to create a community of friends, lovers, and relatives that spans generations and is in tune with the seasons, the land, and human appetites."

In 1994, Waters founded the Edible Schoolyard at Berkeley's Martin Luther King Jr. Middle School, a model curriculum that integrates organic gardening into academic classes and the life of the school as well.

During her acceptance speech, Waters praised the talents of the chefs

who provided the evening's exquisite four-course menu: Jeremiah Tower, Jean Pierre Moullé, Christopher Lee, and Mark Peel, giving well-deserved kudos to all who were involved in her business "and the menu tonight."

She also shared her belief that it is most important how food is planted; how it is picked, and how it gets to the table. "It is way more than just eating," Waters added, "it's about a set of values; sitting 'round a table and eating food grown to nourish (us)."

She recognized Margrit and Robert Mondavi's support through the years and Cal Poly Pomona also. "This school has honored me," she continued, "and has accepted me and these ideas of food. I am very grateful and thank you for having me."

Prior to the dinner, guests enjoyed a silent auction and sampled gourmet seafood, cheeses, breads, and wines. During the dinner, a live auction with fine dining, travel and leisure, fine wine lots and "lots more" was actively raising funds for The Collins School of Hospitality Man-



Jim and Carol Collins, for whom the school of restaurant management is named, in honor of their \$10 million building and endowment gift in 1999.

agement at Cal Poly Pomona.

Founded in 1973, the School of Hotel and Restaurant Management became The Collins School of Hospitality Management in 1999 in recognition of a \$10 million building and endowment gift from Jim and Carol Collins.

The school has earned an international reputation as a leader in hospitality management education. Today, more than 600 students are pursuing a bachelor's degree in hotel and restaurant management at the school which is regarded as the largest and best of its kind on the West Coast.



The gracious Alice Waters, recipient of the 2001 Robert Mondavi Wine and Food Award.

Liquid Treasure Flows From Ancient Springs on the San Manuel Band of Mission Indians' Reservation

continued from page 1

manly possible. It is a for-profit venture as well of course; a decision by the people to diversify and

prepare for whatever the future has in store. It is also an opportunity to bring clean water back to the community-at-large, benefiting everyone — a perfect match.



Construction will soon be completed at the new state-of-the-art spring water bottling facility on the San Manuel Band of Mission Indians Highland reservation.

The location of the state-of-the-art bottling facility and the four in-place, 38-foot (12 feet in diameter) stainless steel water tanks, each capable of holding 30,000 gallons that shine at the base of the hillside, is an inverted and tiered bowl-shape that has been seeded with native plants and shrubs to hold the soil.

Even falling rain is captured and clarified to be used for watering the vegetation, and not allowed to erode or pollute the environment. Spring water is piped underground from the source and flows down the hill into the holding tanks and from there to the 56, 285 sq.-ft. bottling facility's "clean room."

Every 15 minutes, quality control checks are scheduled. There is a separate clean room for bottles of all sizes — whatever the cus-

tomers requires, explained Peter Willis, formerly of Shasta and Sparkletts and now bringing his vast experience to San Manuel as COO of spring water operations.

At this time, labels and names are still being decided upon, another matter of vast importance to the tribe.

All should be completed and ready to roll in large tankers maneuvering a specially built road in the spectacular, hilly terrain of the reservation by early 2002.

Complaints... Praise!
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RESTAURANT REVIEW

As Real as It Can Get in Disneyland

by Joe Lyons

I have often referred to the difference between Louisiana or New Orleans-style cuisine and the real thing. The real thing is either Cajun or Creole.

The term Cajun originated with the French fishermen who emigrated from Acadia in Canada to the bayous, the backwater swampland of Louisiana.

Creole was a city society formed of house slaves or domestic servants. Each had its own cooking style. Not every oyster-shooter has the same lineage.

At Disney's new Downtown Disney attraction, fair lineage to the streets of New Orleans can be found at Ralph Brennan's Jazz Kitchen. And if the name Brennan's

sounds familiar, it should. The Brennan family owns every restaurant in New Orleans, almost.

"Almost" also describes this restaurant. It is as close as you will get to true New Orleans, just-off-Bourbon-Street food. But considering that we are 2,000 miles away and in the middle of Disneyland, some allowances must be made.

I love crab cakes and they are a great Louisiana tradition. They are great here too, but they are pretty small for the money. I had better, for free, during media day at the Orange County Fair. The coconut crusted shrimp is very good, as is the New Orleans Andouille sausage steamed in Abita beer and served with Creole mustard sauce, although I expected it to be a little hotter than it was.

Likewise, the Gumbo Ya Ya in dark roux and seasonings was good,

continued on page 56

Mission Inn Kicks Off With Month-Long Culinary Extravaganza

The Mission Inn will kick off with a month-long salute to the prestigious James Beard House when Executive Chef Victor Juarez recreates

the special four-course, prix fixe menu that he helped create during his recent visit to the culinary institution in New York City. Both Duane's Prime Steaks & Seafood Restaurant and the Mission Inn Restaurant will offer diners the special during the month of January, announced Duane R. Roberts, "Keeper" of the Mission

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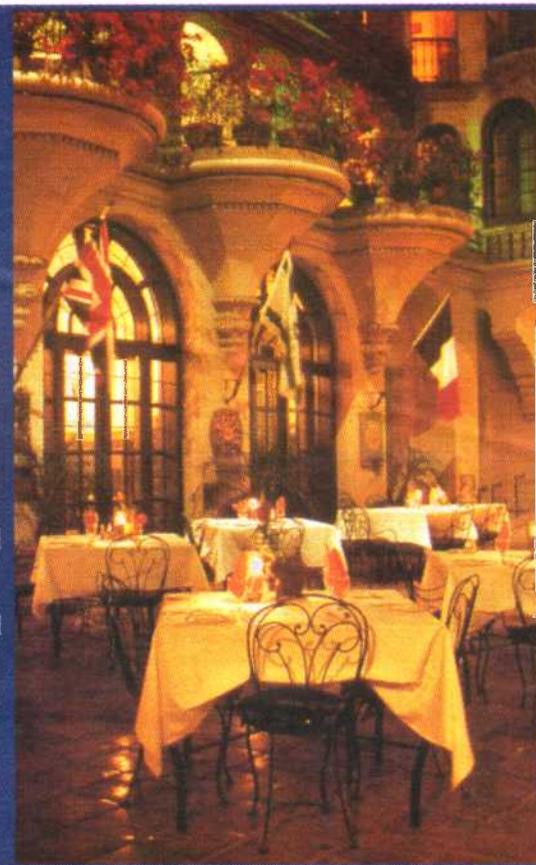
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It's New York without the attitude! This award winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for jazz in our Manhattan Room where acclaimed artists have made us the Inland Empire's most intimate jazz experience! We take care of every detail with innovative menu items, specialty dishes, dramatic desserts, outstanding wine selection and entertainment to complement your dining experience - and discover our magnificent banquet rooms, perfect for hosting your next event.



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WINE REVIEW

My Best of the Best Wine Books

Christie's World Encyclopedia of Champagne & Sparkling Wine (\$50) by Tom Stevenson. The ultimate book on bubbly wines wherever they may be produced in the world, by the number one authority on the subject. Editorially thorough; visually spectacular. A book every wine library should contain. Large format, hardbound, with lots of color graphics with 248 pages.

Jancis Robinson's Wine Course (Video \$99.95) This five tape series is as thorough a collection of wine information as you're going to find on video. Produced for British Public Television, it can be enjoyed by the novice and the expert will have great difficulty finding anything to question or criticize.

Rhone Renaissance, The Finest Rhone Style Wines from France and the New World (\$50) by Remington Norman, is one of the hottest new titles of the year. Everything you want to know about these wines; 220 top estates profiled; 22 California producers and with tasting notes on 1500 individual wines. Detail info, too, on the important grape varieties of the region, Syrah, Viognier, Mourvedre, Grenache and more.

Malt Whisky File (\$20) John Lamond and Robin Tucek have written

the most reliable and accurate books available on a category that includes many of the greatest whiskeys in the world, and that have only recently been discovered by so many Americans. "Single Malts" are like the Cognacs of the whisky world.

In Praise of Wine (\$12.95) by Joni B. McNutt. An amazing collection of wine-oriented quotes from every possible source and from throughout recorded history. From the Bible to Buchwald: Pliny the Elder to Luis Pasteur; Thomas Jefferson to King Henry VII. Some of the more modern quotes are especially amusing, such as: "Warm Dom is better than cold Bud" or "Wine, madam, is God's next best gift to man." If wine is your hobby, your business, a special part of your life in any way, you'll definitely want this book in your library.

Grands Vins, The Finest Chateaux of Bordeaux and Their Wines (\$55.00) by Clive Coates. This massive, large format book is the most comprehensive and current reference on the subject. There are in-depth articles on 100 different properties and vintage notes from the present back to 1928. This is the essential book on Bordeaux today. It is lucid and pleasant reading and a fascinating lesson in contemporary wine-making techniques and above all a celebration of preeminent wines. Cloth, 736 pages.

University Wine Course (\$35) by

Marian Baldy, Ph.D. One of our best selling titles. "The" wine reference work in terms of reliable science and technical information. Can be used as a textbook, a home tutorial or a reference work. Evolved from the author's 20 years of teaching about wine at California State University.

Bordeaux Atlas and Encyclopedia

of Chateaux (\$50) by Michael Broadbent and Hubrecht Duijker. Meticulously accurate atlas, lavishly color illustrated with clear and useful photos and maps. The authors' intimate knowledge of each of the great Bordeaux estates makes this "the" state-of-the-art book on the region for research, reference work or travel.

continued on page 57



Wine Selection & Best Rated

by Bill Anthony

- | | |
|---|--|
| Ackerman\$7.00 | Cooper-Garrod Estate \$40.00 |
| Black Raspberry | Bordeaux Blend |
| 2000 - Iowa | 1997 - Santa Cruz Mountains, California, R.V.'s Fine Claret |
| Cranberry | Cabernet Sauvignon |
| 2000 - Iowa | 1997 - Lone Oak Vineyard, Santa Cruz Mountains, California, Estate Bottled |
| Atlas Peakup to \$30.00 | Handleyup to \$28.00 |
| Sangiovese | Blanc de Blanc |
| 1997 - Napa Valley, California | 1995 - Anderson Valley, California |
| Sangiovese | Sauvignon Blanc |
| 1997 - Napa Valley, California, Reserve | 1999 - Ferrington Vineyard, Anderson Valley, California |
| Chardonnay | Montevinaup to \$18.00 |
| 1997 - Napa Valley, California | Pinot Gris |
| Augustaup to \$9.00 | 1999 - Sierra Foothills, California |
| Seyval Blanc | Syrah |
| 2000 - Missouri | 1998 - Sierra Foothills, Amador County, California |
| Vignoles | Zinfandel |
| 2000 - Missouri | 1998 - Sierra Foothills, Amador County, California |
| Beringer\$11.00 | Sterlingup to \$22.00 |
| Chardonnay | Cabernet Sauvignon |
| 1999 - California | 1998 - Central Coast, California, Vintner's Collection |
| Cabernet Sauvignon | Cabernet Sauvignon |
| 1998 - California | 1998 - Napa Valley, California |
| Pinot Noir | Chardonnay |
| 1999 - California | 1999 - Central Coast, California, Vintner's Collection |
| Calona\$35.00 | Merlot |
| Dessert Wines | 1998 - Central Coast, California, Vintner's Collection |
| 1999 - Okanagan Valley VQA, Canada, Ehrenfelser, Ice Wine | |
| Conn Creekup to \$55.00 | |
| Meritage Red | |
| 1997 - Napa Valley, California, Anthology Red Table Wine | |
| Merlot | |
| 1998 - Napa Valley, California, Limited Release | |

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REAL ESTATE NOTES

The sale of **Arlington Plaza** was announced today by **Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company**. The property sold for \$3,800,000. The principals were represented by **Alan Krueger** and **Charles Shillington** of **Marcus & Millichap's** Ontario office. The property is a shopping center located at 6160 Arlington Ave., Riverside...The sale of the **Country Hills Apartments** was announced today by **Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company**. The property sold for \$25,500,000. The principals were represented by **Douglas Froehlke** of **Marcus & Millichap's** Ontario office. The property is a 411 unit apartment complex located at 730 Via De Luna, Corona...**GAA Architects** of Irvine has been selected by **Lennar Partners** to design their 218 acre **Empire Center** development in the city of Fontana...The sale of the **Ashwood Apartments** was announced today by **Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company**. The property sold for \$5,830,000. The principals were represented by **Cray Carlson** and **Alex Garcia** of **Marcus & Millichap's** Ontario office. The property is a 120 unit apartment complex located at 12215-12325 Graham, Moreno Valley...The sale of the **Rock Creek Business Center** was announced today by **Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company**. The property sold for \$3,800,000. The principals were represented by **Drew Wetherholt** and **Ryan Beneson** of **Marcus & Millichap's** Ontario office. The proper-

ty is an office building located at 7177 Brockton Avenue, Riverside...The sale of the **Ramona Garden Apartments** was announced today by **Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company**. The property sold for \$10,800,000. The principals were represented by **Alex Mogharebi** of **Marcus & Millichap's** Ontario office. The property is a 140 unit apartment complex located at 12175 Ramona Avenue, Chino...**Crown Moving Systems**, an Atlanta-based moving company, has leased 18,232 square feet of industrial space in Rancho Cucamonga, according to **Grubb & Ellis Company**. The five year lease was valued at approximately \$480,000. **Crown Moving** has already occupied the building, which is located at 9805 Sixth St. The company which operates under the **Wheaton World Wide Moving** name, relocated from San Bernardino. **Milo Lipson** of **Grubb & Ellis's** Ontario office represented the tenant in the transaction. **Ken Andersen** and **Rick John** of **Collins Commercial** represented the landlord, the **Thomas J. Cobb Trust** of Buena Park...The sale of **Mountain View** was announced by **Alan Deszez** of **Sperry Van Ness**. The property sold for \$3,260,000. The principals were represented by **Alan Deszez** and **Doug Heckle** of **Sperry Van Ness**. The property is an industrial park located at 1525-1531 13th Street, Upland...Ground has been broken on **Cable Airport Business Park**, a 275,000-square-foot industrial project in Upland, according to **Grubb & Ellis Company**, the project's exclusive marketing agent. **Cable Airport Business Park** is a development of **Cable Development LLC**, which is made up of **First Commercial Realty, Cable Airport**

Trust and **George Voight**, a private developer in Upland. **Voight** is also the managing partner. The project is being marketed by **Milo Lipson** and **Randy Lockhart** of **Grubb & Ellis's** Ontario office. The business park will be located at 1111 Airport Drive, which is near the northeast corner of Foothill Boulevard and Dewey Way, a site that offers immediate access to the 10, 210/30, 15 and 57 freeways...**LaSalle Investment Management, Inc.**, a Chicago-based REIT, has purchased the **Country Hills Apartments**, a 412-unit apartment complex in Corona, according to **Grubb & Ellis Company**. The transaction was valued at \$25.5 million. The 15-building complex, which is located at 1530 Via Santiago, was 96 percent occupied at the time of sale. The property was sold by **Investec Properties** of Santa Barbara. **John Kalmikov** and **Marty Combs** of **Grubb & Ellis's** Ontario office represented the seller in the transaction. **Doug Frouke** of **Marcus & Millichap** represented the buyer...**Snyder Langston**, a 40-year-old real estate and construction service company, recently completed construction of a new 154,920-square-foot industrial facility that now houses **Las Vegas/Los Angeles Express**. The \$5-million project is a 143,520-square-foot warehouse/distribution center that includes 9,900 square feet of office space on two levels; a 9,600-square-foot maintenance building; and a 1,800-square-foot truck wash. The facility, developed and owned by **Wilson Income Properties** of Lake Forest, is located in Ontario on a 14.5-acre parcel at the corner of East Belmont Street and South Cucamonga Avenue...**Younan Properties**, a Los Angeles-based investment group, has purchased a 42,000-square-foot office building in San Bernardino, according to **Grubb & Ellis Company**. The transaction was valued at \$2.05 million. The building, which is located at 600 N. Arrowhead Ave., was 75 percent leased at the time of sale. The property was sold by **Sixth & Arrowhead Building** of San Bernardino. **Brian Hennessey**, **Stella Lee** and **Chris Bair** of **Grubb & Ellis's** North Los Angeles office represented the

buyer in the transaction. **Marty Barkan** of **Grubb & Ellis's** West Los Angeles office represented the seller...**Kemal Ozkarahan** of **Sperry Van Ness** announced the sale of **Sunburst Mobil Home Park** for \$4,400,000. The property is located at 1895 W. Devonshire Avenue, Hemet. **Kemal Ozkarahan** of **Sperry Van Ness** represented the owner...**Burnham Retail Group**, a specialized industry group within **Burnham Real Estate Services**, announces that **UCLD Properties** has sold a 29,245-square-foot parcel in the **Perris Valley Spectrum** to **Domenigoni-Barton Properties** for \$200,000. The buyer plans to build a Napa Auto Parts facility on the site that will open in summer 2002. **Burnham's Rick Puttkammer** represented the seller, **UCLD Properties**. **Dave Phares** of **DL Phares** represented the buyer, **Domenigoni-Barton Properties**...**Tom Henschen**, acquisition/disposition director for **Beauchamp Enterprises** and an agent with **Beauchamp Realty Investors**, announces the closing of the 512 unit **San Tropez Apartments** in Palm Desert. The sale price was \$40,000,000. The buyer was **JH Real Estate Partners** of Newport Beach...The sale of the **Panadero Village** was announced today by **Kevin Assef**, regional manager for the Ontario office of **Marcus & Millichap Real Estate Investment Brokerage Company**. The property sold for \$4,600,000. The principals were represented by **Alexander Garcia** of **Marcus & Millichap's** Ontario office. The property is a 120 unit apartment complex located at 15410 La Paz Drive, Victorville...The sale of a 134 unit apartment complex was announced by **Chris Jaramillo** of **Sperry Van Ness**. The property which is located at 14-151-154 W. Palmetto Ave, 1021-1031 W. "B" Street, Ontario, sold for \$8,000,000. The principals were represented by **Kemal Ozkarahan & Chris Jaramillo** of **Sperry Van Ness**...**Snyder Langston**, a 40-year-old real estate and construction services company, recently completed construction of a new 154,920-square-foot industrial facility that

continued on page 55

*For Insight on
Inland Empire
Business ...*

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MANAGER'S BOOKSHELF

Management In Print

"The Golden Key: Career Success and Job Survival Secrets," by Tom B. Cooper; Next Step Publishing & Consulting Company, Toronto, Canada; 2000; 278 pages; \$16.00

Despite the stereotypes about the folks in human resource departments, they are not "Dogbert" wannabe's nor escapees from some bizarre training course for sadistic bureaucrats. They're normal folks doing what has recently become the most difficult job in business. For example, there's the HR manager who recently had to lay off 20 percent of the company, herself last of all.

Few people realize how diversified the skills of a human resource staff member have become. They include marketing, recruiting, salary and benefits selection and administration, legal, and personnel management. That's why it's not surprising to find author Tom Cooper, a long-time HR professional, offering his views on how to build a successful career in business.

Cooper offers advice, answers frequently asked questions, and suggests plans that target goals in a variety of businesses. The book is more of a primer for someone in the first few years of their business careers, than a highly-targeted work for those who are well up the rungs of a career ladder. Even so, veterans of the business wars may find something, too. One example is a reminder that setting goals career goals isn't the complex part of competing for space on the career path. Following the path is the hard part.

The author offers the same sort of advice to the up-and-coming individual that a mentor might provide, although within a far more generalized context. One of these pieces of advice may be more appropriate today than in past years. It concerns accepting a demotion.

Although Cooper urges readers to be constantly prepared for other career-advancing employment opportunities, he recognizes there simply may be times when people aren't ready and economic conditions are unfavorable. He suggests when "you have no viable alternatives, accept the demotion."

Cooper continues: "Don't complain or grumble about your fate. Continue to be accommodating. When the economy improves, you'll be competitive for a higher position. Should you become bitter and whiny, it's almost a certainty that this job will become your ultimate career level, or worse, you may be terminated. In tough times, a lower classified job is far better than no job at all."

The author uses the "golden key" as a metaphor to encourage serious career planning and company career moves. The book even includes worksheets that allow readers to do personal skill set assessments.

One of the weaknesses in the book is the emphasis on career planning within a single company. Perhaps it's one of the cultural differences between the U.S. and Canada. In the United States there tend to be many fields where "moving out to move up" is a way of life.

People will leave Company A for a somewhat better position at another

organization. Two years later, they leave Company B and return to their previous employer at a much higher level. In nearly all cases this is a planned career path. There are, in fact, mentors that recommend it.

The author, while recognizing the need to fully pursue a career by leaving one organization for another, tends to focus on making career moves within the same company. Although this may make following a career plan a bit less complex, it lends a touch of unreality in the U.S. market.

Another area that Cooper leaves pretty much untouched is the growing trend, especially in the U.S., to hire "consulting contractors" for a variety of positions. This has been particularly noticeable in the information technology field. Highly-skilled individuals are brought into a company as independent contractors, then released when a project or program is complete.

What once applied to informa-

tion technology is spreading to other areas such as accounting, design engineering and bio-technology. The use of "temporary" employees now stretches from administrative assistants to the "chief" levels in the executive suite. It is now possible to "rent" CFOs, CIOs, and even CEOs. It is not beyond possibility that a young man or woman aspiring to the executive suite may follow an independent contractor path to it.

This isn't the definitive book on the subject of career planning, but a young person who wants to discover a good way to set up a pathway over the crevices and roadblocks that inevitably lie ahead could do a lot worse than starting with "The Golden Key." Keep in mind, however, what the author admits early on. Be ready for change when it comes, because change is the only constant fact of business life.

— Henry Holtzman

Best-selling Business Books

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

1. **"Jack: Straight From the Gut,"** by Jack Welch and John A. Byrne (Warner Bros. ...\$29.95) (1)* A kinder Jack Welch reveals why he was so driven as GE's CEO.
2. **"Fish! A Remarkable Way to Boost Morale and Improve Results,"** by S. Lundin, J. Christiansen & H. Paul (Hyperion...\$19.95) (2) Putting fun and games back into daily work.
3. **"Good to Great,"** by Jim Collins (HarperCollins...\$27.50)** Climbing the steps from being good to being great.
4. **"Who Moved My Cheese?"** by Spencer Johnson (Putnam...\$19.95)*** (2) A way to deal with change at work and away from it.
5. **"Getting Things Done: The Art of Stress-Free Productivity,"** David Allen (Viking Penguin...\$24.95) (6) Why productivity depends on relaxation, not hyperactivity.
6. **"Rich Dad, Poor Dad: What the Rich Teach Their Kids About Money That the Poor and Middle Class Do Not,"** by Robert T. Kiyosaki and Sharon L. Lechter (Warner Books...\$15.95)*** (4) It takes know-how about using money to become rich.
7. **"The Myth of Excellence,"** by Fred Crawford and Ryan Matthews (Crown Publishing...\$27.50) (5) Why focus is the reason great companies excel.
8. **"First, Break All the Rules,"** by Marcus Buckingham and Curt Coffman (Simon & Schuster...\$25.00) (7)*** Great managers break the conventional management rules.
9. **"Speed Is Life,"** by Bob Davis (Doubleday...\$24.95) (9) How Bob Davis achieved the meteoric rise of Lycos.
10. **"Brand Warfare: 10 Rules for Building the Killer Brand,"** by David DiAlessandro (McGraw-Hill...\$24.95) (8) Identity depends on connecting with real customer problems.

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

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Children's Fund Celebration

Children's Fund Kicks Off Annual Celebration

On Dec. 11, Children's Fund kicked off its Annual Celebration of Giving. In the rotunda of the County Government Center in San Bernardino, donors, volunteers, the fund's board of directors, and the county board of supervisors joined in to celebrate the gifts that will make Christmas a re-



ality for thousands of children.

In addition to celebrating the campaign, two special presentations were given. Children's Fund Chairman William Meyer, and Supervisor Dennis Hansberger, accepted a check from Robbi DeVries, president of the Bonnes Meres Auxiliary in Redlands, for \$58,000 — the proceeds from the holiday auction held in November. A check for \$23,720 was presented by Children's Fund Chairman William Meyer from his organization, Kaiser Permanente, to Children's Fund and Supervisor Jon Mikels. These dollars will be used to expand the impACCT program which targets teens in area high schools to address youth development efforts. The focus for these funds is in the Fontana community.

American Heart Association Journal Report:

continued from page 19

infants, it might adversely affect normal blood flow in parts of the heart.

"There have been some reports of greater complications for children under 15 kilograms (33 pounds), and we have a lot of theoretical reasons to be concerned about doing ablation in children so young, whose heart muscle is still developing," says Blafox.

However, several things make RFCA desirable for infants, if the procedure is safe. Arrhythmias in infants may cause more problems than in older children, for example, and they are more difficult to treat with medications.

Blafox and his colleagues reviewed records from a database called the Pediatric Catheter Ablation Registry in order to determine why physicians use RFCA in infants, its complications, and its efficacy.

"We simply wanted to find out if doing ablations in very young children was effective and safe," he says.

The researchers compared 137 infants, age's 2 weeks to 18 months, who underwent the procedure between August 1989 and January 1999 with

5,960 patients, age's 19 months to 21 years, who had RFCA between 1991 and 1998. Twenty-eight of the 49 centers submitting results to the database during that period reported performing RFCA on infants.

"We want to find out why infants were having ablations," says Blafox. "It seems the procedures in infants are often being done on those who have what is perceived as life-threatening arrhythmias, and only after they have failed medical therapy."

Among the infants in the study, 36.1 percent had congenital heart defects compared with 11.2 percent of the older patients. And 33 percent of the infants underwent RFCA for life-threatening heart rhythms versus 7.7 percent in the older group.

The researchers found no statistical difference between the two groups in RFCA's effectiveness in treating arrhythmias, although the trend in success favored the older patients, 90 percent versus 87.6 percent in the infants.

A total of 12 major and minor complications occurred in the infant group, including one death. The research team found no statistically significant difference in the complication rate between the infant group and the older patients for either total complications (7.8 percent vs. 7.4 percent) or major complications (4.6 percent vs. 2.9 percent).

One reason why the study did not confirm previous reports of more complications in infants may be that it covered five additional years of data. These were years when physicians who had improved their RFCA skills were obtaining better results.

However, Blafox notes that the small number of complications among the infants reduced the statistical certainty of the analysis. "I am not certain that we would have found no difference between the two groups if there had been 100 more infants in the study," he says.

Success was unrelated to a patient's weight or age, the size of the medical center where the procedure occurred, or whether or not the patient had a heart defect.

"However, more experienced physicians were more likely to perform successful procedures in infants than those with less experience," says Blafox.

In both groups, most patients were treated for accessory pathway-mediated tachycardia. In this ailment heart muscle from the lower pumping chambers sets up an abnormal electrical bridge to the upper chamber that causes rapid heartbeats.

Co-authors are Gary L. Felix, B.S.; J. Philip Saul, M.D.; and participating members of the Pediatric Catheter Ablation Registry.

EXECUTIVE NOTES

Cory R. Weck has joined the Redlands law firm of **Welebir McCune & Jure**. Weck most recently served as both a leading defense counsel and prosecutor in the United States Marine Corps, where he was named the 1999 Outstanding Young Lawyer by the American Bar Association. A graduate of Rim of the World High School, Cornell University and University of San Diego School of Law, Weck's practice area will be personal injury, product liability and class action...**Susan A. Nelson**, head of schools for **The Webb Schools**, located in Claremont, announced that **Leo G. Marshall** has been appointed director of admission of The Webb Schools. As director of admission, Marshall is responsible for carrying out the schools' mission of attracting superior students and overseeing admission to **Webb School** of California for boys and **Vivian Webb School** for girls. Additionally, he co-

ordinates financial aid administration...The **Los Angeles County Fair Association** announces new additions to the **Fairplex** staff, home of the **L.A. County Fair**. **Lisa Girolami** has joined **Fairplex** in the newly-created position of director of creative development. She will be responsible for brand development, entertainment and innovation and will oversee the exhibits department...**Julie Freund** of Huntington Beach is the **Fairplex** advance sales supervisor. She will replace **Melissa DeMonaco-Tapia**, who will now be handling year-round sales. **Freund** was previously employed by Family Fun Center in Anaheim as director of sales...**Malti Desai**, formerly human resources administrator, has been appointed human resources supervisor. **Desai** has been with **Fairplex** since 1996...Eastern Municipal Water District Director **Marion V. Ashely** was tapped for one of California's most

important water industry positions. **Ashley**, 66, was named chairman of the **Metropolitan Water District's Engineering and Operations Committee**. **Ashley**, who has served as Eastern's director on the Metropolitan board since January, 2001, is a certified public accountant and president of **Ashley Capital**...**Max E. Williams, AIA, AICP** announced **Geoffrey A. Bonney, AIA** has joined **Williams Chiao Architects, LLP (WCA)** as a partner. **Bonney** was formerly a principal with Ramsey Burgin Smith Architects, Inc. of North Carolina. He has extensive architectural experience in school design, church-related facilities, commercial buildings and retail centers. **Bonney** is a graduate of California State Polytechnic University, Pomona and a licensed architect. He is primarily responsible for technology/CADD management and construction documents for **WCA**.

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by Claudia Kim Wolfkind

Okay, everyone in business knows that it's smart to have a savvy business attorney on your side, especially in today's sliding economy. But unless you've got a large corporation with a law firm on retainer—you're probably saying to yourself, "Yeah, yeah, yeah, but who can afford it?!" Well, in the words of late night television host, Jay Leno, "Funny you should ask!" Because the answer is "YOU can!"

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even protect your family, (yes, even your teenage drivers!) and your employees, to bulletproof your business and your life.

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Claudia Kim Wolfkind is an Independent Associate with Pre-Paid Legal Services, Inc. She can be reached at (909) 304-1957 or email her at: "mailto:Claudia@getprotected-now.com" or Claudia@getprotectednow.com.

Avoiding the \$90 Million Misclassification

continued from page 20

some managers and supervisors also perform the same work as their subordinates. Sometimes such employees are titled "assistant manager" or "management trainee." These positions run a higher risk of being found nonexempt. If you have positions like this, pay extra attention that the employees spend the majority of their time performing exempt duties.

- Look for positions where the work performed is routine. If the employee does not have to exercise much independent thinking on the job, it is likely not to be exempt. In this era of computerization, many jobs that used to be exempt no longer are because computer software can make many decisions that employees used to have to make.

- For "administrative" employees, keep in mind the administrative/production worker distinction. The mistake made by Farmers was that its claims adjusters did not perform in a truly "administrative" role, but instead actually "produced" the services that Farmers "sold." Before you classify an employee as "administrative," ensure that the employee is not actually a "production worker" of the goods or services

that your enterprise exists to produce or market.

- Be conservative. Because of the potential ramifications of misclassifying employees, don't resolve doubts in favor of the exemption. Especially for positions with large numbers of employees, it is simply not worth the risk of a subsequent lawsuit.

- Consult legal counsel when unsure. There are many positions where the line between exempt and nonexempt is blurred. Some of those lines have been discussed in regulations or prior court decisions. It is wiser to answer the hard questions now, before your company is faced with an expensive lawsuit.

Brutocao is a senior associate in the labor and employment group of Brobeck, Phleger & Harrison LLP in Austin, Texas. He is admitted to practice law in both California and Texas, and regularly represents employers in both states in all aspects of employment law, including drafting and negotiating agreements, advising employers, responding to state and federal regulatory agencies, and litigating disputes with current and former employees. He formerly practiced labor and employment law in Los Angeles prior to relocating to Texas in 2000.

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2001 Year End Review

Record Boom in Powerplant Construction Reaches Plateau

continued from page 3

new capacity are still in the pipeline.”

ENR and *Power* report that capacity additions will continue around 45,000 MW in 2002, but then will begin to ebb on an annual basis nationally. However, new plant construction in capacity short regions such as the West and Northeast should continue unabated.

The report also speaks of a shakeout in ownership of new merchant capacity, with a small number of financially strong players consolidating their positions as weaker groups fade. An industry database maintained by RDI—like *Power Magazine*—lists 473,000 MW of new capacity in construction or development, but notes that about 60,000 MW of this have been put on hold or canceled.

“Constraints on fuel also factor in the slowing of powerplant con-

struction,” said Robert Swanekamp, editor-in-chief, *Power*. “Approximately 90 percent of proposed plants would use gas. The gas industry is expected to increase supplies one percent to three percent annually in the coming years, not enough to fuel the 400,000 MW of new merchant capacity in the timeframe originally planned. Expect capacity additions of 46,000 MW in 2001 and between 36,000 MW and 53,000 MW in 2002 based on plants now in construction and in advanced development. We expect the gas constraints will limit further additions to about 20,000 MW annually through 2005.

A third major factor likely to restrict new powerplant construction is the nation’s challenged electricity transmission system, which was not built to handle large-scale merchant traffic between regions. Several states have been forced to slow permitting because local grids cannot handle additional load.

It is estimated that the power industry since 1999 has borrowed \$50 billion to finance the new wave of plant construction. The economic downturn and less optimistic fore-

word energy price estimates have created a new climate in which credit ratings for the competitive energy industry are expected to drop, possibly putting a crimp in borrowing power for marginal projects.

However, even with the decline in the U.S. generation market, capacity is being installed at a far more robust rate today than at any time during the 1980s and 1990s. The U.S. will be the main attraction in the global marketplace for new plant construction for the foreseeable future.

The 84-page *Powerplant Construction Report* is co-produced by the staffs of *ENR* and *Power*. The issue takes detailed looks at: the shortage of qualified power contractors; risk-sharing contract strategies; energy resources such as gas, coal, hydroelectric, renewable and nuclear; the top 10 power owners; and a complete listing of the U.S. plants over 50 MW in startup, under construction or planned.

The market overview of the powerplant construction report is accessible on www.enr.com.

VIP, Inc. Celebrates With a Holiday Grand Opening and 15th Anniversary Spectacular

continued from page 3

liken and south of Arrow Highway off Jersey Blvd.

“With the recent move into our new facility, VIP’s production and workforce capabilities are now stronger than ever,” expressed Wendy Rogina, VIP executive director. “VIP workers are carefully supervised and we guarantee the quality of our workmanship — partnering with VIP can make an incredible difference in your business and in the lives of many people with special needs.” *VIP is a nonprofit organization serving Riverside, San Bernardino, Orange, and Los Angeles counties. Additional VIP facilities are located in San Bernardino and Hesperia. For further information, please contact Shirley Yamano at (909) 483-5924.*

“The Colonies” Take Root in Upland

continued from page 31

freeway running through the most affluent areas of the Inland Empire,” he states. “The opportunity is huge here for Upland, simply huge.”

The residential development has a rough value of \$385 million dollars, with the associated percentage of property taxes; while the commercial development is worth more than another half-billion when built out. The 210 Freeway extension also has the potential to easily draw shoppers from an area ranging from Pasadena to San Bernardino.

Ultimately, it also lies along what is bound to become the new gateway between the Los Angeles metro area and Las Vegas, Nevada.

Stress-Less Resolutions for the New Year

continued from page 19

movement is not only good for you physically, but it actually improves your mental outlook as well.”

MORE RESOLVED: I can do this, I respond. Anyone can! In fact, “doing,” I discover, rates at the top of the list of stress reducers—thinking about doing, doesn’t. There’s a case to be made, that stress results not so much from, say, having too much to do, as from worrying/thinking about having too much to do and then not doing it. Movement—through exercise, or toward completion of a goal or project, even in small increments, is highly satisfying, even before the final result is accomplished. Action is empowering. I consider the Nike mantra for stress management. “Just do it!” Not bad advice.

I consult another expert. Paul Westphal, former head coach of the Seattle Supersonics, offers me additional coaching on the action theme. “Prepare, practice, play the percent-

“In fact, movement is not only good for you physically, but it actually improves your mental outlook as well.”

ages and then let-er-rip,” he says. “The more prepared you are, the better; after that, the looser you are, the better. And you need to understand you might fail. You have before, and you probably will again. Move on. You just do your very best at the mo-

ment. You can’t do better than your best.”

RESOLVED, AND RELAXED: Edstrom would agree. “We need to err gracefully, she adds, without guilt—coupling strong resolve with self-forgiveness, allowing for mistakes as part of the whole picture.”

I ponder, “the whole picture.” Stress reduction is really a lifestyle. It involves learning to make the daily, conscious choices to take control of our lives. It’s not so much the circumstances as our choice of reactions to them.

I breathe a sigh of relief. It’s largely in my control, I muse. And for what isn’t, I’m adopting the cab driver’s motto: FIDO. Forget it. Drive on.

For additional information and free tips contact Krs Edstrom at www.AskKrs.com or (323) 851-8623.

BANKRUPTCIES

Stephen Byron Bailey, Kathy Jo Bailey, aka Kathy Jo Siegman, fdba Victor Billiards, 12373 Acanthus, Phelan; debts: \$155,418, assets: \$130,512; Chapter 7.

Craig Robert Bateman, faw Drago and Associates L.P., 34798 Bella Vista Drive, Yucaipa; debts: \$549,507, assets: \$313,638; Chapter 7.

Richard Collins, Brenda Collins, fdba Venus Body & Bath, 12440 Warbler Ave., Grand Terrace; debts: \$117,078, assets: \$129,764; Chapter 7.

David Court, Diane Renee Court, fdba Foothill Lawnmower, 1536 N. Bonita Court, Ontario; debts: \$313,322, assets: \$308,800; Chapter 7.

Charles Roy Denney, Connie Lee Denney, dba Chuck's Pool Service, 6907 Goodview Ave., Riverside; debts: \$116,787, assets: \$147,577; Chapter 7.

Eric Jose Dorati, fdba Design 2000 Construction, fdba Papa Vic's Burgers and More, 5200 Canyon Crest, #19, Riverside; debts, assets schedule not available; Chapter 7.

Roderick M. Gallagher, dba Mr. Spot Auto Repair, 410 Snowbird Lane, Corona; debts: \$353,299, assets: \$460,095; Chapter 13.

Greg A. Garcia, Diane Patricia Garda, faw Executive Delivery

Inc., 30098 Centro Vista, Highland; debts: \$329,962, assets: \$239,400; Chapter 7.

Guadalupe Garza, Celia P. Garza, fdba Garza & Sons Trucking, 6650 Wineville Mira Loma; debts: \$216,615, assets: \$191,407; Chapter 7.

Jamie Mendez Gomez, Irma Ortiz Gomez, dba Visual Witness, 2286 Begonia Court, Hemet; debts: \$219,250, assets: \$165,835; Chapter 7.

Gordon E. Grimes Jr., dba Donut-N-Burger, 23415 Vista Way, Quail Valley; debts: \$306,441, assets: \$3,569; Chapter 7.

Thomas Alan Harebottle, aka Tom A. Harebottle, Angela Limon Harebottle, aka Angela Michaels, fdba Valerie Jean's Desert Oasis, 49295 Garland St., Indio; debts: \$186,320, assets: \$9,650; Chapter 7.

David Hayes, Dolores Hayes, dba Daves Cue Repair, 29901 Sun Country Lane, Sun City; debts: \$215,209, assets: \$156,225; Chapter 13.

Richard Jensen, Sara Lee Franchise, 21842 Nance St., Perris; debts: \$129,815, assets: \$155,425; Chapter 13.

David Brian Leedom, aka David B. Leedom, aka David Leedom, aka Dave Leedom, Mary Andrea Leedom, aka Mary A. Leedom, aka

Mary Leedom dba Mountain Rose Gift Baskets, 2120 Wilderness Road, Running Springs; debts: \$185,882, assets: \$181,919; Chapter 7.

Donna S. Lopez, fdba Puppy Luv, fdba Let's Tan, fdba Luvit Cleaning, 227 Stone Terrace, #333, Palm Springs; debts, assets schedule not available; Chapter 7.

Adesino Luke, fdba Empire Sports Shoes, fdba Fontana Sports Shoes, 15884 Mariposa Drive, Fontana; debts: \$302,234, assets: \$184,040; Chapter 7.

Stephen E. Luth, Ester A. Luth, fdba Desert Flatts, 25750 Rice Road, Desert Center; debts: \$144,716, assets: \$100,730; Chapter 7.

Ronald J. Morrison, fdba RPM Construction, 913 Big Bear Mountain; debts: \$112,360, assets: \$7,800; Chapter 7.

Khaled A. Noor, Fariha Noor, fka Shanin Rahman, dba Plum Tree Market, 4115 Crooked Stick Lane, Corona; debts: \$402,896, assets: \$353,250; Chapter 7.

Gunn Young Park, Kyung Hee Park, dba The Green Burrito, 841 E. Tam O Shanter St., Ontario; debts, assets schedule not available; Chapter 7.

Jonathan M. Ryan, dba 3D Sportsware & Embroidery, fdba RYNO Sports, 2508 Fairglen Place, Corona; debts: \$77,417, assets: \$56,731;

Chapter 13.

Roger Dale Sanford, Belinda Laura Sanford, fdba Sanford Construction, 18593 Atlantic St., Hesperia; debts: \$203,457, assets: \$194,592; Chapter 7.

Daniel K. Smith, Sheri D. Smith, fdba Sheridan Shoe Cleaning Service, 16605 Elaine Drive, Desert Hot Springs; debts: \$622,940, assets: \$477,120; Chapter 7.

Robert Joseph Such, Judith Kay Such, dba Real Estate Loan Network, 42-385 Wisconsin, Palm Desert; debts: \$382,849, assets: \$239,704; Chapter 7.

Ron Edward Talbott, Tracy Louise Talbott, aka Tracy Louise Richardson, faw State Environmental Equipment Inc, faw State Environmental Management Inc., 1797 Ash Road, Wrightwood; debts: \$3,058,018, assets: \$500,657; Chapter 7.

Darwin Tesch, Deborah A. Tesch, dba Horizon Pest Control, fdba Tesch Enterprises, 28260 Landau, #A, Cathedral City; debts, assets schedule not available; Chapter 7.

Joseph Richard Vazquez, fdba Joe's Main Street Subs, 25514 Steffy Circle, Moreno Valley; Desert; debts: \$171,850, assets: \$148,175; Chapter 7.

REAL ESTATE NOTES

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now houses **Las Vegas/Los Angeles Express**. The \$5-million project is a 143,520-square-foot warehouse/distribution center that includes 9,900 square feet of office space on two levels; a 9,600-square-foot maintenance building; and a 1,800-square-foot truck wash. The facility, developed and owned by **Wilson Income**

Properties of Lake Forest, is located in Ontario on a 14.5-acre parcel at the corner of East Belmont Street and South Cucamonga Avenue...**Richmond American Homes**, one of the top 10 largest home builders in the United States, has announced plans to build single-family detached homes at Canyon Hills, a new 1,968-acre master-planned community located in Lake Elsinore. When complete, Canyon Hills will include approximately 950 acres of dedicated open space, up to 4,000 homes ranging from multi-family to estate homes, three themed villages, schools, two neighborhood parks, a

community park and community recreation center. Construction of the first elementary school and the middle school in Phase 1 is now underway...**Chris Hauso**, executive vice-president and manager is pleased to announce that the team of **Bill Lowder** and **Dawn Lowder** have joined the Ontario office of **NAI Capital Commercial** as vice-presidents and will specialize in the sale and leasing of properties for non-profit organizations. In 1993, **Bill and Dawn Lowder** founded **Christian Commercial Services** and for the past eight years have successfully brokered deals for churches, schools, treatment centers

and non-profit organizations from Santa Barbara to San Diego. In addition to providing regular brokerage services, the **Lowders** have also provided consulting services and intermediary services between their clients and city and county governments as necessary to obtain permits and approvals. For the two years prior to joining **NAI Capital Commercial**, **Bill and Dawn Lowder** were associated with **Charles Dunn Company's** downtown Los Angeles office where they continued their brokerage services for non-profit clients through the **Christian Commercial Services** affiliated division.

As Real as It Can Get in Disneyland

continued from page 46

but should have had more kick to it.

For entrées we shared several items off the menu, beginning with Andouille crusted fish. This is actually Mahi Mahi, but by any name it was excellent. We also had the molasses roasted chicken which is just as good as it sounds, and it comes with what are described as "tobacco fried onions." (Don't ask)

The Pork Tenderloin is marinated in Steen's cane syrup and is served with collard and mustard greens. Some 20 years ago, we would have called this soul food.

True New Orleans hospitality calls for "lagniappe" (lanyap), a free surprise. Ours was a plate of bleu cheese and walnuts. I am no

fan of bleu cheese, but it made for a nice snack. Another item that the Jazz Kitchen is proud of is their bread-in-a-bag. It turned out to be just bread...in a bag.

One final note. Hurricanes are a multi-rum drink popular in the French Quarter of New Orleans. The Jazz Kitchen at Downtown Disney serves what tasted like hurricane-lite. A little too much fruit juice, too little rum.

Still of all the New Orleans style restaurants I have visited in Southern California, few have carried both the taste and the atmosphere of the Mississippi delta's Crescent City quite like Ralph Brennan's Jazz Kitchen.

But like I said, they should know.

Mission Inn Kicks off With Month-Long Culinary Extravaganza

continued from page 46

Inn. The cost of the special dinner at both restaurants will be \$65 without wine pairings or \$100 when accompanied by special Napa Valley selections from the Robert Mondavi Winery.



Juarez was one of only four noted chefs invited recently to represent "America's finest historic hotels" and prepare the special dinner at the James Beard House. The distinguished culinary institution was established to celebrate the culinary arts, provide scholarships and educational opportunities, serve as a resource for the industry and introduce members to the delights of fine dining. Only the world's finest chefs are

invited to share their culinary talents there.

Duane's Prime Steaks & Seafood, which has a world-class wine program, has been presented with the Diamond Wine Award by the International Restaurant and Hospitality Rating Bureau—the organization's highest honor. Duane's was cited for its vast assortment of vintages, including such rarities as: Napa Valley's Camyus Special Select Cabernet Sauvignon, France's Chateau Petrous Bordeaux and Louis Roederer Cristal Champagne. The wine list, featuring nearly 800 selections, has been recognized by numerous other prestigious organizations in the past including *Wine Spectator* magazine.

"We are delighted to recognize Duane's Prime Steaks & Seafood with this distinguished honor, which is shared by only a few other restaurants in the world," announced John L. Thomas, CEO and chairman of the board of the Chicago-based organization. Added Roberts, "On behalf of all of us at the Mission Inn, we are honored to have been recognized by the International Restaurant and Hospitality Rating Bureau and look forward to continue maintaining our high standards."

Alorica Selects Maples Communications to Manage Campaign

Maples Communications Inc. will direct a campaign for Alorica Inc., a global customer relationship management (CRM) services firm and a 2001 Deloitte & Touche "Rising Star" designee.

Based in Chino, Alorica is the only firm to offer both enterprise-wide CRM software and infrastructure support, from call centers to inventory control, product return management, warranty service, logistics management and e-business services, managing customers' entire product lifecycle. Alorica provides CRM support services for companies such as American Express, NEC/Mitsubishi, U.S. Robotics and eMachines.

Alorica was recently selected as one of Deloitte & Touche's Rising

Stars for 2001. Rising Stars are an elite sub-list of Deloitte & Touche's Fast 500, an annual ranking of the 500 fastest-growing technology companies in North America, demonstrating the highest revenue growth for newer enterprises. Alorica experienced a 42,700 percent increase in revenue within the last three years.

Maples' overall communications goal is to build recognition and credibility for Alorica in the CRM services market, allowing Alorica to create strategic partnerships with premier firms in the consumer technology arena, expand into other vertical markets, enhance its reputation as a market leader, and recruit highly qualified professionals to its team.

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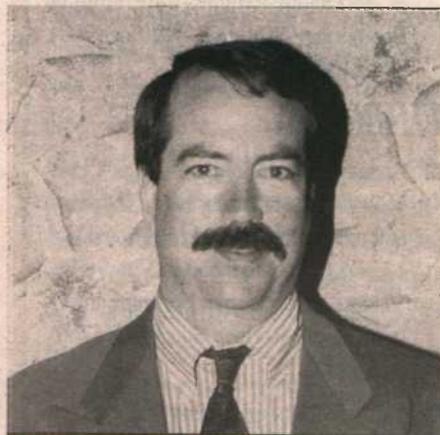
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TRAVEL

Fantasy Springs Casino Welcomes New Employees



Lisa Roehm



Dan Comiskey

New employees with expertise in operations, human resources and training and development have recently been hired by Fantasy Springs Casino, an economic enterprise owned and operated by the Cabazon Band of Mission Indians near Indio.

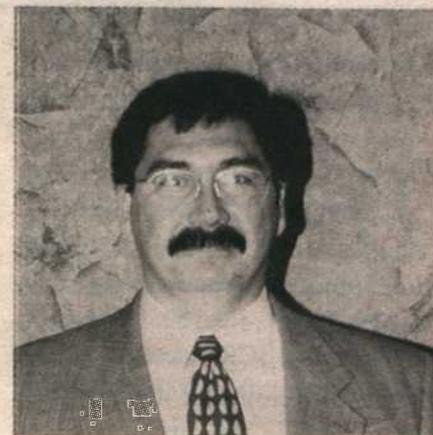
Dan Comiskey of Indian Wells, has been named executive director of operations. He is responsible for the overall management of the casino's food and beverage, housekeeping, maintenance, landscaping and tram departments. Comiskey previously was director of food and beverage at the Eldorado Hotel Casino in Reno, Nev.

Lisa Roehm of LaQuinta, has been named assistant general manager. She is responsible for the areas of: slots, table games, bingo, and off-track betting, as well as the adjacent Fantasy Lanes Fantasy Bowling Center. She previously was di-

rector of casino services at Harrah's Prairie Band Casino near Topeka, Kan.

Mark Vandenberg of Cathedral City, has been named director of human resources. He is responsible for overseeing hiring for the 800-employee organization that also includes the Cabazon tribal government, Fantasy Lanes, and First Nation Recovery Inc. He previously was director of table games at Ameristar Casino in Council Bluffs, Iowa.

Linda Moody Clark of Thermal, has been named training and development manager. She plans to establish a Cabazon University for employees to develop critical business skills, and will assist the casino in continuous improvement of its guest experience. She previously was training and development manager for Casino Morongo near Banning.



Mark Vandenberg



Linda Moody Clark

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contest for sales-based businesses.

Our customers have easy access to our aircraft from the Mercury Air

My Best of the Best Wine Books

continued from page 47

Hardbound; 400 pages.

The Oxford Companion to Wine (\$60) edited by Jancis Robinson, with individual topics assigned to an impressive list of 75 international experts as contributing editors, this giant tome is likely to become "the" standard reference for wine for the whole wide world. It's 1100 pages and might better be called "The Encyclopedic Dictionary of Wine"...it really does cover it all and in depth.

Center Executive Terminal. This facility, like most executive terminals, provides conference rooms, lounges, custom catering, and privacy for our customers. Our Ontario base also allows our aircraft to pick up passengers at virtually all Southern California airports.

For additional information about Aero Charter Services, Inc., please call Randy J. Langton, at 866-4444 or fax (909) 478-9444.

If you were going to have a one book wine library, this would have to be it.

Shortcuts to Wine, Everything the Wine Lover Needs to Know (\$10.95) by Ed Masciana. Accurate, reliable and user-friendly, what more could you ask for in a beginner's book from a professional wine educator's own course material. Includes an unusual chapter on how the business of wine works and why it costs what it does.

CALENDAR⁰²

JANUARY

9 The Use of Criminal Records in the Hiring Process, Riverside, UCR Extension Center, 1200 University Avenue, Wed., 8:30 a.m.-12:30 p.m., Fee: \$95. For information contact UCR Extension at (909) 787-4105 or toll-free (800) 442-4990.

10 Entrepreneurship: How to Start and Run Your Own Business, Riverside, UCR Extension Center, 1200 University Avenue, Thurs., 6-9 p.m., Fee: \$190. For information contact UCR Extension at (909) 787-4105 or toll-free (800) 442-4990.

15 Field trip. The landscapes of the east Mojave Desert are visually striking, if breathtaking. Because of the generally sparse and low vegetation that occurs in this region, the lay of the land is exposed. On this 3-day field trip, Dr. Jane Nielson and David Lee will present lectures at, and lead field trips from, the base-camp at the Norris Cabin at the University of California's Sweeney Granite Mountains Desert Research Center. Come join and experience the geology of the east Mojave and the cultural history that it documents. Fri. the 15th, 8 a.m. - Sun. the 17th, 7 p.m. \$230 members, \$275 nonmembers. Limit 12 participants. For more information call (909) 625-8767, ext. 224.

16 Real Estate 2002. To be held at the Century Plaza Hotel, 2025 Avenue of the Stars, Los Angeles from 7 a.m. - 6:30 p.m. Registration and breakfast are between 7 a.m. and 8 a.m. Fee: \$275 on or before Jan. 5, \$315 after Jan. 5. Please call (310) 271-1276 for more information.

18 Singer and entertainer Pat Boone will be the featured guest speaker for The Salvation Army's William Booth Society and Hope Brigade Annual Meeting for Riverside and San Bernardino Counties at noon on Friday. Reservations are now being accepted. For additional infor-

mation, contact Jeff Hesseltine, Salvation Army Director of Planned Giving, at (800) 314-2769, ext. 1287.

24 How to Achieve More in Less Time, Riverside, UCR Extension Center, 1200 University Avenue, Thurs., 9 a.m.-4 p.m., Fee: \$125. For information contact UCR Extension at (909) 787-4105 or toll-free (800) 422-4990.

26 Horticulture Classes. Pruning Techniques for Native Plants: Making Them Look Their Best! Ramona Ferriera, who has shaped the Garden Cultivar and Home Demonstration Gardens into the beautiful displays that you see when you stroll on the mesa of RSABG, will discuss "dos" and "don'ts" for pruning natives. Rancho Santa Ana Botanic Garden, 1500 North College Ave., Claremont, Sat. from 10 a.m. to 1 p.m. Fee: \$20 members, \$24 non-members. Limit 15 participants. For more information call (909) 625-8767, ext. 224.

27 Wetlands of California historically have provided stoop-over and over-wintering habitat for untold numbers of migratory birds that use the migration route known as the Pacific Flyway. Remaining natural and man-made wetlands are therefore critical to migrating waterfowl, and some support incredible numbers of waterfowl during the winter months. Lake Norconian, administered by the US Navy and about 30 minutes from RSABG, is one such area where at times there are several thousand waterfowl over-wintering. The lake and surrounding vegetation also provide habitat for other birds, such as migratory and resident passerines, rails, and birds of prey. On the historical side, the site was once an exclusive resort, The Norconian Club, built in 1928. The main hotel remains outside military property, and has been used as a military hospital and is now owned by the state. Access to Lake Norconian is restricted, so this provides you the opportunity to see one of the best winter waterfowl populations in southern California. Sun. 8 a.m.-noon. \$22 members, \$26 nonmembers. Limit 12 participants. For more information, call (909) 625-8767, ext. 224.

REGULARLY SCHEDULED EVENTS

MONDAY

- Business Builders of Rancho Cucamonga, weekly, 7 a.m. at Socorro's Mexican Restaurant, 10276 Foothill Blvd., Rancho Cucamonga. Membership: \$25. Contact: Dawn Grey, (909) 484-5244; Shirley Patrick, (909) 625-2386.
- Personal Break Through/ Networking, weekly, 7 a.m. at 7385 Carnelian St., Rancho Cucamonga. The club meets to discuss maximizing business and personal leverage, Contact: Warren Hawkins, (909) 626-2681 or (909) 517-0220 (pager).

TUESDAY

- Business Network International, Inland Valley Chapter, weekly, 7 to 8:30 a.m. at Mimi's Cafe, 10909 Foothill Blvd., Rancho Cucamonga. Contact: Michael Bailey, (909) 948-7650.
- Ali Lassen's Leads Club, Claremont Chapter, weekly, 7:15 a.m. at the Claremont Inn, 555 W. Foothill Blvd., Claremont. Contact: (909) 981-1720. Regional office: (800) 767-7337.
- Ali Lassen's Leads Club, Diamond Ranch Chapter, breakfast meeting weekly, \$8 for visitors, 7:15 - 8:30 a.m. at the Diamond Bar Country Club, 22751 E. Golden Springs Dr., Diamond Bar. Contact: Kim Gully (909) 606-4423 or Leads Club Regional Office: (800) 767-7337.

WEDNESDAY

- Business Network International, Victor Valley Chapter, weekly, 7 a.m. at Marie Callenders, 12180 Mariposa Rd., Victorville. Visitors welcome. Contact: Jo Wollard (760) 241-1633.
- Business Network International, Chino Valley Chapter, weekly, 7 a.m. at Mimi's Cafe, Spectrum Marketplace, 3890 Grand Ave., Chino. Contact: (909) 591-0992.
- Business Network International, Rancho Cucamonga Chapter, weekly, 7 a.m. at Plum Tree Restaurant, 1170 W. Foothill Blvd., Rancho Cucamonga. Contact: Michael Cunerty, (909) 467-9612.
- Toastmasters Club 6836, the Inland Valley Earlybirds of Upland, weekly 6:45 a.m. at Denny's, northwest corner of Seventh Street and Mountain Avenue in Upland. Info: Nancy Couch, (909) 621-4147.

- The Institute of Management Accountants Inland Empire Chapter, the fourth Wednesday of the month, 6:30 a.m. at the Mission Inn, 3649 Seventh St., Riverside. Contact: Ester Jamora (818) 305-7200 Ext. 106.
- The Rancho Cucamonga Women's Chapter of Ali Lassen's Leads Club, weekly, 7:15 a.m. at Mimi's Cafe, 370 N. Mountain Avenue. Info: Patricia Brookings, (909) 981-4159 or (909) 594-5159.

THURSDAY

- Business Network International, Victor Valley Chapter, meets every Thursday at 7 a.m. at the Ramada Inn, Interstate 15 and Palmdale Road in Victorville. Visitors are welcome. For more information, call Rodney Sanders at (760) 953-7297.
- Business Network International, Corona Hills Chapter meets every Thursday 7 a.m. to 8:30 a.m. at the Mimi's Cafe located at 2230 Griffin Way, Corona (#91 Fwy at McKinley). Visitors are always welcome. Information: Laurie (909) 780-3176 or Wayne (909) 279-2870.

SATURDAY

- The California Hi-desert Writers Club, founded more than 100 years ago by Jack London, meets the second Sat. of each month at the Spring Valley Lake Equestrian Center in Apple Valley, Ca. Please call (760) 955-3759 for more information.

SUNDAY

- Claremont Master Motivators Toastmasters Club, weekly, 6 to 7:30 p.m. in the Jagels Building at Claremont Graduate School, 165 E. 10th St., Claremont. Contact: Chuck or Dolores Weck, (909) 982-3430.

Also, the Corona Chapter of Ali Lassen's Leads Club meets weekly at 7:15 a.m. at Carrow's on Main St. and Rincon in Corona. Contact Kathleen Moon at (909) 279-1133 or the National Headquarters at: (800) 783-3761.

EXECUTIVE TIME OUT

St. Bartholomy Secluded Brilliance

by Todd Goodwin

There are only a few places in this world where I can feel completely relaxed: A back country ski resort in Colorado with a light snow falling (the only sound I can hear is the relaxing whisper of my skis cutting through the virgin powder) and the place I recently visited...Isle de St. Bartholomy.

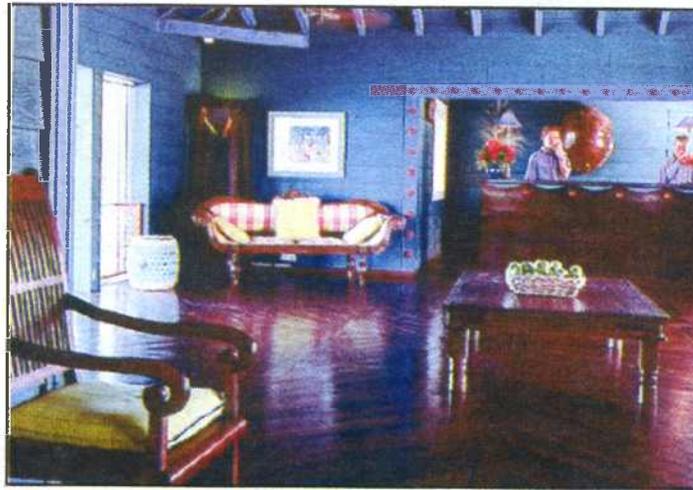
St. Bartholomy, also known as St. Barts or Barths, is located in the northeastern corner of the Caribbean Sea, 125 miles east of Puerto Rico, and 15 miles southeast of St. Marten. It is a small, quaint island covering a little more than eight square miles. According to the last official count, the resident population was slightly more than 5,000 people, but in recent years, the number has increased to about 7,000.

Steep hills, traversed by narrow roads, divide the island into several valleys, usually open on one side to the sea. The shoreline is graced with 22 beaches of various sizes, all covered with gleaming white sand. Many are protected from ocean swells by a fringing reef; all, by law, are public and free.

It is my honeymoon. My wife, Joann, and I have just spent three amazing days and nights on the island of St. Maartin at Le Petit Hotel (["http://www.lepetithotel.com"](http://www.lepetithotel.com)) and now we are off to St. Barts. We have just taken a short one-hour boat ride. There are several boat trips over to St. Barts from St. Martin daily. Many tourists will take the short trip as a day excursion; we, on the other hand, want to experience St. Barts for a bit longer.

We arrive into the town of Gustavia, the capital. We hail a cab to take us to our hotel, the Guanahani, (["http://www.leguanahani.com"](http://www.leguanahani.com)).

Guanahani is set on its own 16-acre peninsula on the northeastern end of the island. The hotel is gorgeous, a beautiful display of color and ambience. The accommodations are in charming, hyper-pastel-colored tiny cottages in a Creole style,



The lobby of the Guanahani Hotel.

surrounded by flowering tropical foliage. Intimate pathways connect all of the cottages with the beach and restaurants.

We have arrived much earlier than expected and our room is not yet ready. The concierge takes our bags and encourages us to head on down to the beach, promising to send someone for us. The temperature is about 85 degrees Fahrenheit, with a slight warm breeze drifting off the ocean. We sit on wicker chaise lounges, enjoying fruity tropical drinks while watching the windsurfers play in the lagoon. Just as we finish our drinks, the bartender informs us that our room is ready.

We are led along the winding path to an amazing, tiny, brilliant blue cottage. Our bags have already been delivered. The room is really not a room at all. It is a small one-bedroom cottage with our own private secluded balcony and sweeping views of the peninsula — huge bathroom, bedroom, sitting room and a mini-bar. From the balcony you can see the beach, ocean and a couple of tennis courts tucked in at the bottom of the hill, hidden in the trees, nothing more.

With the abundance of flora and layout of the resort, you can really feel alone. During our stay we never saw any of the staff leaving our room from cleaning or turning down our beds for the night. This is just another little piece of the magic that is Guanahani. This is a five-star resort without the pretentiousness of other comparable get-away destinations. The staff was courteous and enjoyable. Guanahani is a member

of the Leading Hotels of the World — and rightfully so.

In my research about St. Barts, two of the most talked about aspects of the island were the beaches, and the restaurants.

There are 22 beaches to choose from and many more restaurants. Of all the dinners we enjoyed on the island, I have to say that we had one of the most wonderful dining experiences right on the grounds of the Guanahani at Bartolomeo Restaurant.

The food and atmosphere were exquisite. We were sitting on the patio with the warm air enveloping us, unlike the summertime dining here in California, with the air conditioner chilling everything. My dinner

side of the island from our hotel. This secluded, clothing-optional, beach was the peaceful private option that we were looking for. There is not a store or bar anywhere in sight, no loud music signaling a beach party, or even the hint of anyone being around.

The drive there is a little hairy, along very narrow roads and quick switchback turns up and down the mountains, but the experience is well worth it. The sand is white and the water a breathtaking blue. There were about 10 other people on the whole beach. The privacy was unrivaled to any of the others we visited. This is the beach where you go to bask in the warm sun and frolic in the Caribbean Ocean without a care. If the bars and fun is what your looking for, there are several beaches to visit, but we were here to relax.

St. Barts, in general, was a little more expensive than St. Martin. The island does not exhibit the poverty that most of the other islands in the Caribbean endure. There are only

two ways to reach St. Barts: puddle jump to their tiny airport (too small to accommodate jets), or sail on a boat into the only harbor, Gustavia.

This helps keep the island intimate and private.

The whole ambience of this island is that of the laid-back private lifestyle. This is why many celebrities, looking to be anonymous, frequent it. The privacy, along with the beautiful beaches makes this island a precious gem. It is not better than St. Martin or any of the other islands in the Caribbean, just different.

If you want to relax and be alone...then St. Barts is a wonderful choice for your own date with secluded brilliance.



Pool of the Guanahani Hotel which overlooks the ocean.

was a sea bass cooked to perfection and my wife ordered the chicken. There is no wrong choice on the menu, but be sure to leave room for the "chocolate fondant," especially if you love chocolate the way my wife, Joann, does.

With all of the beaches to choose from, we had several options. We rented a car from the concierge at the hotel and set out to find the best. After trying a few we came to the conclusion that our favorite beach was Anse du Grand Saline. This beach is on the opposite



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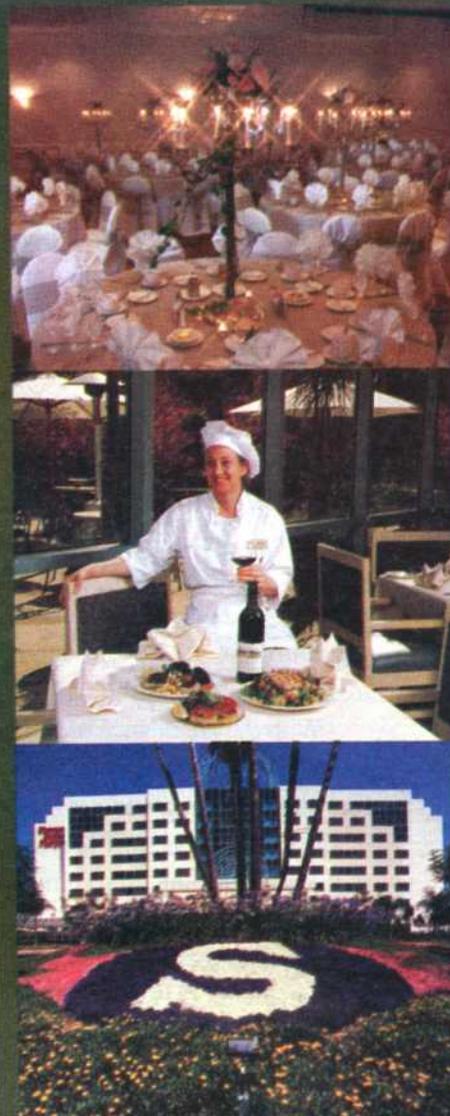
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