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Editorial writing encompasses many types of publications from daily and weekly newspapers to monthly magazines and trade journals. The following are some examples of my editorial writing:

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 - Los Angeles Business Journal: Who's Who in Architecture (pg. 4)
 - Walt Disney Concert Hall, Performing Arts Magazine (pg. 7)
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SPOTLIGHT ON AGOURA HILLS

By Pat Kramer

As the western gateway to Los Angeles (and the gateway to the Santa Monica Mountains Recreation Area), Agoura Hills' eight square miles offers scenic elegance to its affluent residents and to those businesses that can adapt to the restrictive policies that come with locating within city limits. The city is bordered by the Santa Monica Mountains Recreation Area on the south, unincorporated Ventura county land on the north, Calabasas on the east, and Westlake Village on the west.

Incorporated as a city in 1982, Agoura Hills is home to about 21,400 residents according to the State Department of Finance's '97 figures. Median family income was \$84,188 in 1990 while median home values were listed at \$368,000. City Manager Dave Adams lists the area's top employers as Litton Data Systems, Teradyne and J.D. Powers & Associates. Teradyne plans to double their manufacturing output over the next twelve months, which will presumably include additional hiring.

Originally settled by the Chumash Indians, Agoura was home to prospectors and homesteaders in the mid 1800s. In 1901, legendary resident George Lewis built a ranch on 500 acres of land, which, in 1924, was purchased and subdivided by the enterprising Colodny Brothers as "Independence Acres." Paramount Studios purchased the land in 1928 to use as the backdrop for many of their Westerns, renaming it "Picture City." Soon after, area businessmen began lobbying for a post office branch resulting in the area being named "Agoura," in reference to the successful turn-of-the-century sheep rancher Pierre Agoure.

However, it wasn't until 1982, that the city incorporated in response to what senior planner Mike Kamino calls a move to gain local control over development. "The residents in this city came here, live here, mainly because of the quality of life this area has to offer. Not just in terms of the good schools, air quality and low crime rate but in the low-density style of development that exists here. These are things people in this area cherish." Noting that the city is now residentially "built out," City Manager Dave Adams adds, "We have pretty tight ordinances limiting building on the hills but there is still a lot of development potential along the freeway."

"It's an upscale, semi rural, young community," notes Chamber of Commerce President Steve Morrow. "Anybody who approaches the city [with plans to develop] has to comport with the General Plan to ensure that all the specifications are met to maintain the city's general character. I recently attended an Agoura Hills economic development committee meeting and was surprised at the number of codes and building requirements people have to abide by when they build in Agoura." He adds, "The community has a plan, a vision, of how things should look to maintain a certain characteristic." As the Chamber of Commerce, Morrow says it is their job to work with developers to educate them on what they need to do to move through the process saying, "If you want to do business here because of what a nice community it is, you must abide by the codes and other covenants that are required."

Key to the city's General Plan is the restriction against building on the hillsides or ridgelines, which virtually surround the city. "The hillsides really add to the character of the community," says Kamino who notes that many of the residential areas depend upon them for privacy and for a view. There's also a 35' height limitation for all buildings in the city as well as a provision protecting the city's oak trees

To safeguard their housing tracts, several residential homeowners associations have their own C.C. & R.'s (conditions, covenants and restrictions), which homeowners must abide by if they want to live there. Jess Thomas is president of the oldest residential association in the city, Old Agoura Homeowners Association, whose members include 400 families. Located on the historic George Smith Ranch on the northeast end of the city, it is an equestrian community. And while Thomas says there are no hard and fast rules, he remarks, "We care about



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preserving the horse-keeping ability of each building lot and ask that people keep an area in their yard, capable of keeping horses, even if they don't have any at this time."

While the Old Agoura Homeowners Association is voluntary and encourages diversity in residences (with a preference for a ranch style design and muted colors), there are mandatory rules at Morrison Ranch Estates, one of the newer residential developments in the city. Lot setbacks, house colors and roofing materials all are clearly defined with white stucco and Spanish tile roofs, the designated design. "There's a lot of open space," says Thomas who notes, "If you stand in the middle of town and you make a circle and turn around, you can see open ridge lines surrounding the city, particularly as you look toward Ladyface Mountain."

While city officials says there's no more room for residential development in the city, they are eager to entertain offers on commercially and industrially zoned land. Teradyne, the manufacturer of automated testing equipment used by the electronics industry, recently expanded its operations by purchasing two buildings over 100,000 square feet in Agoura Hills and Westlake Village. Teradyne spokesman Tom Newman says the company, which presently employs 6,500 technical workers, plans to double their manufacturing operations in Agoura Hills making it their largest manufacturing operation worldwide. Agoura Hills' plant is one of six in the U.S. and Japan, which contributed to net sales in '97 of \$1.3 billion.

Presently, the City Council and Planning Commission entertaining offers on 100 acres of vacant commercially zoned lots on the north side of the freeway. Kamino notes that in preparation for this process, they've held numerous discussions and workshops to get input from all the concerned parties. The result of those discussions is scheduled to be discussed at a May 13 City Council meeting. However, Kamino says the general tendency is to favor office development over retail in an effort to cut down on traffic and noise to residential areas.

As they prepare for future development, one matter, which still rankles the city fathers, is the presence of pole signs and billboards along the section of freeway running through the city. "About five years ago," says Adams, "the city initiated a program to ban the signs," which he refers to as "big eyesores and a big negative in most folks' eyes." About a dozen businesses were asked to remove their signs with an amortization schedule established. However, when it came time to remove the signs, the businesses sued the city and after a long lengthy court battle at the appellate level, the billboard owners prevailed.

While restrictive policies on development ensure that the city will keep its pristine beauty, Chamber President Morrow likens it to a balancing act: "You want to be supportive of the city but because we are business advocates, we are probably more aggressive in how we view the city's development needs. Over the past several years, the Chamber and the city have been working more closely, being in unison with what economic development should be in Agoura. We live in a beautiful community; we call ourselves "the gateway to the Santa Monica Mountains. And while we want development, we also want to protect those assets which make economic development in Agoura so attractive."

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Los Angeles Business Journal: Who's Who in Architecture

Who's Who in Architecture, June 22, 1998

By Pat Kramer

Thomas H. Landau

The Landau Partnership

President

Specialty: hotels, office buildings, entertainment, mixed use.

Over the past 30-years, Thomas Landau has created some of L.A.'s most prestigious and recognizable landmarks including Biltmore Place, One Westwood, The Trillium, the Skunkworks Studio building and Burbank's Central Park. Explaining his versatility in design, Landau says, "I have no style - the style is usually determined by the market, what the client wants, the site provokes and any other little dreamy things that come into my head when I'm designing these things."

A graduate of the University of California, Landau worked for noted L.A. architects Charles Luckman Associates and William L. Pereira & Associates in the '60s. He credits Pereira as his major influence saying, "Bill was a terrific thinker, a lot of fun and one of the busiest architects in the world. When I worked for him, he was master planning Catalina and Irvine Ranch."

In 1972, Landau launched his own firm with the goal of producing memorable, vital structures, which not served its users well and enriched their lives. Soon, he was landing clients like M. David Paul & Associates, for whom he's designed Central Park, the 1 million sq. ft. entertainment campus, Media Studios North presently under construction and five other projects; Santa Monica Studios campus, a 400,000 sq. ft. mixed use facility, a 24-story, 600,000 sq. ft. office tower in Glendale, Redland's 500,000 sq. ft. entertainment/retail/sports complex Cities Pavilion, and the 100-room Beach House Inn in Hermosa Beach.

Landau notes the contributing factors to his success as, "Being able to come up with fresh designs, produce drawing quickly and accurately and being able to react to situations. Our place is filled with experienced people, many who should have their own firms. Some companies get hired and after about a month, they haven't even figured out who's going to work on the job. By that time, we're already finished."

Rebecca L. Binder, FAIA

Rebecca L. Binder FAIA Architecture & Planning

Principal

Specialty: Restaurants, academic buildings, entertainment, housing.

Since starting her own firm in 1979, Rebecca Binder's architectural designs have popped up at universities across the nation including UCLA's Ackerman Student Union, a 225,000 sq. ft. facility, UC San Diego's Visual Arts Facility (71,000 sq. ft.), Cal Poly, San Luis Obispo's dining facility (30,000 sq. ft.), UC Irvine's Information Computer Sciences/ Engineering Research Facility (16,000 sq. ft.) and presently, UC, Santa Barbara's \$30 million, 154 unit student-family housing facility. Restaurants are another specialty of Binder's as seen at Encino's Hamburger Hamlet, Eats in El Segundo and the UC, Irvine's Phoenix Grill.

While she calls her design style contemporary, Binder says the work is really characterized by the use of materials and response to context, as opposed to a specific style. "For instance, to express an academic mission, the building might use more substantial materials for stature and durability while in other situations, budget might make stucco and concrete block more viable."

A graduate of the University of Pennsylvania, Binder earned her masters degree in architecture from UCLA and spent five years working in the corporate realm, designing large-scale buildings before opening her firm 20-years ago. Since then, her work has been published and exhibited internationally and is the subject of two books, the 1995 Rockport Publishers compendium, Rebecca L. Binder, and another by L'Arca Edizioni's due out this fall. In addition, her designs have won



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several AIA awards, specifically for Santa Monica's Pacific Townhouses at 116 Pacific Street, known for their geometric resolution and their red "X-braces" on the facade facing the ocean." Says Binder, "I don't view my work as a style; it's more an evolution of exploration of form and response to context and function."

Richard Keating, FAIA

DMJM Keating

Vice President, Director of Design

Specialty: high rise office building design and reconstruction

When Keating was a graduate student at the University of California, Berkeley he thought it would be interesting to write his doctoral thesis on high-rise buildings in architectural history. His research brought him to the noted Chicago architectural firm Skidmore, Owings & Merrill (SOM) in 1968 where he fell in love with the work of designing tall buildings. After being hired on, he spent the next 22-years with the firm, opening their Houston office in the '70s, which flourished during the building boom there. In 1986, when the recession hit, he closed SOM's Houston office, opened another in L.A. After four years here, Keating formed KMJR (Keating Mann Jernigan Rotter), then sold the firm to his partners, forming DMJR Keating in 1994.

In addition to designing numerous office buildings in Texas and other national and international locations, Keating has contributed to L.A.'s skyline the 55-story Gas Company Tower, Grand Avenue Plaza, Columbia Savings & Loan headquarters and office building, as well as Beverly Hills' ICM headquarters, American Honda in Torrance and the Santa Monica Beach Hotel. Current new projects include the terminals at Ontario Airport and Fresno Airport and state office buildings in Oakland and San Bernadino while renovations include Pasadena's First Interstate/Ameron Center, 10960 Wilshire Boulevard and the 707 Wilshire Tower.

Revealing the secrets to his success, Keating says, "SOM was kind of my graduate school. That, and the good fortune of being in Texas at the right time and having a good core group of devoted people whom I dragged with me from Texas to California."

Mehrdad Yazdani

Dworsky Associates

Director of Design, Design Principal

Specialty: Mid to large scale civic, institutional and commercial projects

Over the past ten years, Mehrdad Yazdani has achieved notice as one of emerging talents through his innovative designs for municipal structures: his designs for two L.A. Department of Water and Power facilities have won awards, while the motion-based Cinemania Theatre he designed for University CityWalk has been exhibited at New York's Museum of Modern Art and in Museum of Modern Art in Barcelona, Spain

Yazdani calls his style "context-sensitive modern design," combining innovative design with practicality. One of his major influences, says Yazdani, was the celebrated architect Michael Graves, with whom he interned in New Jersey in the early '80s working on a number of cultural and museum projects. After graduating Harvard University's Graduate School of Design, Yazdani moved to L.A. to join the firm Ellerbe Becket, Inc. as project designer. There, he completed designs for the Metro Red Line station at Vermont Avenue and Santa Monica Boulevard, West Hollywood City Hall and the Water and Power buildings.

Since joining Dworsky Associates in 1994 as design principal, Yazdani's municipal work has continued in force. Current projects include the Federal Building and U.S. Courthouse in Las Vegas, Santa Monica's Public Safety Facility, U.C., Riverside Alumni and Visitors Center, L.A.'s Sinai Temple and School Expansion, the El Sereno Recreation Center and Indoor Pool, and Chapman University's Business and Information Technology building in Orange.

As the youngest designer to compete on projects of this scale, Yazdani says he believes he brings something new to the mix in his designs. "I started with larger-scale projects early on in my career and have tried to bring the same level of design attention and exploration that most architects/designers bring to smaller-scale projects."



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Barton Myers

Barton Myers Associates

Principal, founder

Specialty: Public, private, entertainment and institutional work.

“Architects are in many ways like film directors,” notes Barton Myers, founder of Barton Myers Associates. “Good architects need not only a really talented staff and associates but are also very dependent on other consultants and other input to make these things work.”

Since founding his architectural and planning firm in Toronto in 1975, then his L.A. office in the early ‘80s, Myers has directed each design project his firm has undertaken putting his personal stamp on a number of diversified projects: the Cerritos Center for the Performing Arts and the 120-acre Cerritos Town Center master plan, the Wang Tower, UCLA’s Common’s Building and Student Residences, and Ivan Reitman Productions’ studio on the MCA/Universal lot. Presently, Myers is designing a new post-production facility for Reitman in Carpenteria, which he says will be one of the first, new movie studios by Santa Barbara.

Outside of L.A., his design for the \$90 million New Jersey Performing Arts Center and the accompanying 12-acre master plan development last October earned him several awards including the L.A. Business Journal’s 1998 “Best Design Outside of L.A. County.” Of that project he says, “It was the mother of all miracles to pull this off in New Jersey and the first time in history that a west coast architect and all west coast design team has ever won a cultural project in the New York area.”

“[Currently] The hot stuff for us, which is a lot of fun, is recycling old buildings.” In ‘94, Myers transformed an industrial building built circa 1925, Beverly Hills’ Ice House, into an elegant, modern office building. Last May, he renovated both the core and shell of the 10-story high rise at 1801 Century Park West and he’s now creating a landmark structure for an entertainment client at 1940 Century Park East.

Myers’ attributes his firm’s success to teamwork saying, “You sit around a table and you’ve got all these superstars, all this great talent and like a director, you have to figure out how you take advantage of that. Good architects are able to take a bunch of good independent people and collectively make something that’s probably better than any one individual could make themselves. That’s the real measure of success.”

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Walt Disney Concert Hall, Performing Arts Magazine

One Million Dollar Pledge to Music Center

Majestic Realty Company president and CEO Edward P. Roski Jr. is one of the latest benefactors to the Music Center, having pledged \$1 million recently to the Disney Hall campaign. Founded in 1948 by Edward P. Roski Sr., Majestic Realty Company is one of California's oldest and largest, privately-held real estate firms. It is currently rated the top development company in Southern California with its specialty, master-planned business/industrial parks of up to 650 acres of real estate projects exceeding 32 - million feet of industrial, office, retail, and hospitality facilities throughout the United States.

In addition to the leadership role Mr. Roski plays at Majestic Realty, he is co-owner of the Los Angeles Kings hockey team and an owner of the STAPLES Center, a state-of-the-art sports and entertainment arena, now under construction in downtown L.A.

Mr. Roski's love for the arts is apparent given the time he dedicates to a number of area cultural and charitable affiliations. He serves on the board of directors/*governors* for the Museum of Contemporary Art (MOCA), the Natural History Museum of Los Angeles County, the Bowers Museum of Cultural Art, The Museum of Contemporary Art and the Big Brothers/Big Sisters of Greater Los Angeles. Humble in his dedication to building a better cultural foundation for the citizens of Los Angeles, he states, "Majestic Realty tries to be a responsible corporate citizen commensurate with the size of our company."

"We are very excited about Disney Hall and what it is going to do for the city of Los Angeles. Our interest is in the city of Los Angeles, in seeing it have the opportunity to live up to its potential. We believe this project is something that everybody in the city, in some form or another, will be able to reap benefits from."

With Mr. Roski's expertise in real estate development, he continues to play a key role in the L.A. Arena Company's efforts to create the STAPLES Center in Los Angeles.

Scheduled for completion at the end of next year, the STAPLES Center will provide a home for the Lakers, and Kings, and Clippers sports events as well as other major cultural, political and entertainment events. Reflecting on the STAPLES Center and Disney Hall projects, Mr. Roski notes, "Both are project which will help improve Los Angeles and what it provides to its citizens. Both need to be done in Los Angeles if we are to be the great city that we expound that we are."

By Pat Kramer

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Insurance Journal: When Agents Go Bad

By Pat Kramer

Since the mid 1930s, when the California Department of Insurance started investigating insurance fraud, millions of dollars have been lost to unscrupulous producers and insurance companies through a variety of fraud schemes. Says CDI Chief Investigator James Harrington, "In terms of our [criminal investigative] activity, our historical benchmark is that about 90% of our time is spent investigating insurance producers and 10% of that time investigating insurance companies. My sense is that it's now a little higher on the insurance company side, maybe 20%, because we had quite an outbreak of problems with offshore insurers in the late '80s and early '90s and we're still dealing with that problem. Once people see it being done, you see more attempting to do that thing."

In the early days, the CDI's investigations focused on agent misconduct at the point of sale: misrepresenting the product, stealing premiums, and issuing phony insurance coverage. However over the last 20-years, Harrington says insurance fraud has become much more sophisticated. "The first large-scale operations came into being in California in the early '80s when several fraudulent operators tried selling fictitious health care insurance to small business people. They were operating under a federal preemption, Employees Retirement Income Security Act (ERISA), which essentially preempted state regulation of those products. At that time, federal enforcement in that area was very weak and a lot of fraud operators took advantage of that, selling phony insurance while claiming to be associations of employers. Generally, the price of the health insurance was so cheap that they would overcome any sales resistance and prey on those people who could not qualify for regular health insurance."

By the late '80s, another insurance scheme was at work in California, this time preying on low-income motorists in inner city areas who did not qualify for and could not afford high-priced liability insurance. In addition, he says the surplus lines law was very weak, essentially making it the responsibility of the surplus lines broker to qualify unlicensed carriers for specific niche markets that the conservative companies wouldn't insure. When those niche markets grew to be a mass market of motorists, fraud became rampant in this area with an ensuing loss of over one million dollars.

But in 1991, things began to change when the state legislature enacted Section 1748.5 of the California Insurance Code, a.k.a.: the "Bad Actor Order." Harrington says the Bad Actor Order closed a loophole in the law by authorizing the CDI to suspend the license of any individual accused of criminal wrongdoing and to bar them from working in the insurance industry for five years. "Before the Bad Actor Order, enforcement was a "gray area." For instance, maybe this individual's license had been revoked from working at an insurance agency but they were still able to work for a producer. Or they could actually own an agency as long as they weren't involved in the business. The Bad Actor Order allowed us to prohibit somebody from doing those sort of things."

Another piece of legislation which strengthened the CDI's enforcement role was Title 18 U.S. Code, Sections 1033-1034, a.k.a.: the Clinton Crime Bill on Violent Crime. This federal statute signed into law in 1994, put "teeth" in insurance fraud enforcement, particularly when interstate commerce was involved.

U.S. Code Section 1033 defines very specific conduct which can be criminally prosecuted in the insurance field such as dishonesty or breach of trust, falsifying financial statements, overvaluing land, property or security and embezzlement. It then sets financial penalties and imprisonment terms for



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each. Now, those convicted of fraud know exactly what they can expect when convicted of crimes: fines of up to \$5,000 and jail time of 10 - 15 years.

U.S. Code Section 1034 further allows the Attorney General's office to take civil action against those convicted with additional fines of \$50,000 for each violation or the amount of compensation, which the person received or offered for the prohibited conduct.

To stay one step ahead of insurance crime, CDI presently employs 60 full-time enforcement investigators at their five statewide offices in San Diego, Los Angeles, San Francisco, Sacramento and Garden Grove. Their daily work begins with thorough background checks on those applying for insurance licenses. Says Harrington, "We have the ability to receive information about convictions or license revocations, subsequent to getting a license from us. For example, if an insurance agent robs a liquor store, we would find out and have a statute [in place which allows us] to go back and take action against that licensee." Through CDI's link with the National Association of Insurance Commissioners (NAIC) database, criminal activity can also be tracked to their state of residency and any states in which they have done business.

When the CDI does find someone has been less than truthful on their application, the normal legal process requires due process: A hearing is held for CDI to prove that the person convicted of the crime is the same person applying for the license. They must also show there are no exculpatory facts (special circumstances or pardons). The defendant is then entitled to show that they have undergone rehabilitation and deserve a second chance. After the hearing is held, a decision is made whether to grant the license request, deny it or if they already are doing business, to revoke or suspend it.

However, once someone's license has been suspended or revoked, Harrington says that person's file is red-flagged and the department keeps a close eye on what they are doing. "We certainly keep track of them into the future. If that applicant returns within five years requesting a license reinstatement, the CDI can then deny that request, if they so choose, without holding a hearing. "It's called "summary denial. If somebody has a restricted license and we get wind of a possible violation, we can also, internally, match that up. That gives us the authority to summarily revoke their license."

For anyone curious about what actions CDI has taken over the last three months, it's public record, available via CDI's web site: ww.insurance.ca.gov/Consumer.Alert/Producer.htm or by calling the general licensing office in Sacramento at: (916) 492-3555.

Every month, the web site is updated with the names of producers who have been denied a license, ordered to pay monetary penalties for criminal actions, had a restricted license revoked, or been asked to surrender their license. Their fines and penalties are listed along with the crimes committed. After three months, that information is stored in CDI's licensing database and denials archives.

Through modern technology, it seems we have returned to the age-old tactic of public humiliation: While those convicted are no longer locked in stocks in the town square, they implications of appearing on the infamous CDI "list" has much more far-reaching consequences.

However, the good that comes out of this is far more measurable says Harrington, in that it allows everyone the opportunity to be more careful about those with whom they do business. "It is not unheard of for someone whose license has been revoked to secretly try to do business on the sly. Insurance companies have been known to hire someone who has been revoked or issued a Bad Actor Order to



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work for or with them, just because they did not check their history and were not aware. When they are selling, the bad guys look just like the good guys.”

To help the CDI take a bite out of crime, Harrington suggests that anyone who has reason to suspect illegal action is taking place in the insurance industry contact their office and immediately report it. “[In today’s day and age] it is everyone’s responsibility to be aware of the party with whom you transact business. I think everybody in the industry, customers, insurance companies and producers, has some responsibility to participate in the policing of the business.”

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Milken Exchange on Education Technology

By Pat Kramer

LEARNING IN A DIGITAL AGE:

A Tool for Charting and Measuring Change in the Age of High Technology

Framing the Issue

Today's youngsters live in an information-rich communications age; its impact is seen in virtually every aspect of contemporary life with one notable exception: Education.

In a recent national public opinion poll commissioned by the Milken Exchange on Education Technology, 86% of those surveyed said they believe the world is in the midst of rapid change and that computers and emerging technology are at the heart of that change. That same public said that they would be willing to invest money in technological advancement for their community's schools.

Echoing the public's concern for better educational preparedness, educators have long been saying that classroom learning experiences need to be more reflective of the real world to establish an even playing ground for students in the study of basic skills, work skills and critical thinking. Sadly, such access still remains out of reach for many of our children and youth in the public schools.

However, a window of opportunity is now beginning to open for the advancement of technology in K - 12 schools. With the passage of the Telecommunications Act of 1996, \$2.25 billion per year was allotted for schools across the country through the Educational Rate (E-Rate). It is anticipated that this money will lead to connectivity for Internet and network capabilities.

Additionally, the current Administration, together with Congress, has dedicated more than \$1 billion for technology and telecommunications over the next five years for K-12 schools. Those initiatives, combined with additional, significant state and local investments, total nearly \$5 billion a year.

While this figure represents less than 1.5% of the national education budget, it is still significant enough to have created national interest and attention to the issue of learning in the schools. The challenge will now be for educators to learn how to use that technology to their advantage while working out the learning curves. In the process, they will also need to maintain a positive view on technology in the schools until wide-scale assessments can more clearly establish their benefits.

Twenty-five years ago, when information technology first came into use in the national business community, billions of dollars were spent on the installation of information technology. However, rather than drastically altering basic operations as many predicted, these tools were more often used for simple automation functions. As a result, productivity remained flat until around 1997, when there was a 5% increase in overall productivity.

In October 1997, the CEO Forum, an affiliation of businesses supporting technology in the schools responded to this, somewhat, disappointing assessment of technological effectiveness: "Corporate America, like the education community, has been unable to easily quantify the benefits of technology. Anecdotal evidence abounds, yet traditional measures of business success focus on numeric measures such as gains in output and lag time between ordering and processing these goods. These traditional business measures do not capture equally important factors such as increased product and service quality or employee satisfaction and motivation."



The CEO Forum goes on to say, "...maximizing the benefits of information technology is a multi-stage process that occurs over a period of years." Just as business and industry needed time to devise a way to best use their technology, so too, will the schools. The public should anticipate that the education system will require time for this natural evolution of transformation and change.

The Challenge

Therefore, the challenges ahead, for educators to effectively prepare students to live, learn, and work in a global, knowledge-based environment, will be threefold:

1. Defining what it means to be educated within the context of a digital age;
2. Transforming schools into educational systems, responsive to this new definition within the context of the basic academic standards;
3. Establishing new measures for assessing progress toward reaching these goals.

Framework of Progress Indicators

Over the course of the last few years, a number of respected experts in the field of education and learning technology have contributed to the Milken Exchange's discussion, examining ways to assess the interim progress of education with learning technologies.

A framework has been established which defines progress indicators intended to serve as:

1. A vision for stakeholders as to what the educational community, parents, and the general public should expect from their investments in K-12 learning technologies;
2. A self - assessment tool for schools, districts and states as they assess their own progress toward that vision;
3. A basis for educational systems to develop strategies for bringing technology and telecommunications into their educational systems in ways which improve student learning;
4. An accountability system for decision makers to track the return of public investments in education technology; and
5. A basis for research studying the conditions under which technology provides an effective tool for learning.

Message to Readers

This framework is comprised of seven different dimensions:

1. Learners
2. Learning Environment
3. Professional Competency
4. Systems Capacity
5. Technology Capacity
6. Community Outreach
7. Accountability

Together, these seven dimensions of progress represent a comprehensive look at what it takes to effectively bring technology and telecommunications to K-12 schools in ways which are sustainable and which will improve student learning. Within each dimension, benchmarks are provided as goals for which to strive.

We've also included a list of the various questions the public, policy makers, educators, community members, and business and industry representatives should ask - and educators should answer - as



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technology and telecommunications are deployed in K-12 schools. These questions are meant to serve as guidelines for measuring the margin of success in this multi-phase program.

The continuum developed for each of the seven dimensions includes a description of stages of progress, strategies, and processes to effectively move from one stage to the next.

<Graphic> TBA

The visual map on page six (6) is intended to represent the complexity of this challenge. It also serves to highlight the importance of "systems thinking" necessary for bringing technology into schools in ways that will excite and motivate students to deepen and enrich their understanding of the world around them.

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San Fernando Valley Business Journal

In a Continuing Trend, Healthcare Provider WellPoint Drops Workers Comp From Their Business Orientation

WellPoint Health Networks Inc. Agrees to Sell Unicare to Fremont General Corp. for \$100 Million

By Pat Kramer

On July 29, just two weeks after announcing plans to merge with Blue Cross Blue Shield Association of Georgia, the Woodland Hills, California-based managed care company WellPoint Health Networks Inc. revealed plans to divest themselves of their workers compensation division, Unicare Specialty Services Inc. In a deal which financial analyst Alan Zimmermann of Morgan Stanley Dean Witter sums up as an attractive company at a reasonable price and a positive move for both the buyer and seller, WellPoint will sell Unicare's workers compensation business to Fremont General Corp. (FMT) for \$100 million pending federal regulatory approval. In addition, the two companies have signed a three year joint marketing agreement and a network access agreement which will provide coverage for WellPoint's members while potentially expanding the healthcare company's membership through Fremont's customer base.

WellPoint announced the sale while simultaneously posting their net income results for the 2nd quarter, revealing a net loss of \$46.8 million and earnings at \$61.7 million. This loss was attributed to costs for the disposal of the workers comp business and the pretax charge related to their stock holdings in FPA, a San Diego-based physicians network which recently filed for Chapter 11 protection of the U.S. Bankruptcy Code.

The sale of the workers comp division was not a sudden move; rather, it was something the company had been contemplating over time says WellPoint Vice President of Corporate Communications Cynthia Coulter. "We've been historically tracking it and we knew it was not going to make the margins that we wanted. We knew we had other areas where we had to redeploy capital, for example, our acquisition of Blue Cross Blue Shield of Georgia. That is more reflective of our core business. There's a lot of dynamics in our industry; you put the cumulative thing together and you have to make the right management decision and that's what we did."

She notes that in 1994, when WellPoint acquired Unicare and began marketing 24-hour coverage (joint workers' comp and group health) to WellPoint's small group client base, their aim was to offer members a diversity of products. However, when the open ratings system began in '95, Zimmermann says Unicare suffered considerable underwriting losses and was forced to shrink its book of business.

Referring to the difficulties associated with running a workers comp insurance line as part of their business Coulter says, "Part of the problem was when you do this 24-hour integrated service, you've got to keep it going for the 24-hours and it's not something that we do. We were putting a lot of energy and focus into this product; energy that we felt we could redeploy somewhere else. [We wanted to] get back to the core business that we provide and that is to provide innovative healthcare products as opposed to workers comp."



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While other insurance companies in California spent the last few years struggling to survive, cutting prices to retain a market share, specialty insurance company Fremont began expanding their business outside of California through a series of savvy acquisitions.

In 1994, Fremont acquired Casualty Insurance Company in Chicago, then last year purchased the California-based Citation Insurance Company and Industrial Indemnity Inc., a unit of Xerox. Fremont Executive Vice President and Chief Financial Officer Wayne Bailey says that these acquisitions allowed them to avoid being caught up in irrational pricing while expanding their business in the Midwest and some of the western states, as well as in California.

In addition to being an insurer, Zimmermann points out that Fremont General's success in the financial services business, chiefly in real estate and commercial finance lending has provided the company with earnings to offset the potential volatility of the workers comp line. As a result, Fremont chose not to underwrite at lower prices in California, helping stabilize the market. Currently, he notes that Fremont seems to be comfortable with its pricing levels. "We are optimistic that if conditions improve and the market stabilizes in California, the Unicare business could prove to be very profitable for Fremont," says Zimmermann.

Through their joint marketing agreement, Fremont has provided the healthcare company the ability to reinvest their monies and efforts into what they do best while still keeping their finger on the pulse of the workers comp line. Says Coulter, "It allows us to continue to offer workers comp 24-hour integrated to our small group customers and to still watch over those customers who we know are with us for healthcare services as well."

On their end, Fremont will continue to market to small groups, service and professional industries whose average policy is \$10,000 - \$15,000. Says Bailey, "We both view this as a product that is very viable in the marketplace and we think there's a real demand at the smaller end of the marketplace.

Noting the benefits to the customers he says, "I think it provides clients with a real stable workers compensation insurance marketplace. Fremont has been around for a long time and is considered one of the leaders in the industry. We are going to be a carrier participating in this market for years to come. We hope to grow this book and hope to continue in this venture with WellPoint for a number of years."

As of the end of the 2nd quarter, WellPoint's national healthcare membership was at 6.8 million members, 4.4 million through Blue Cross of California. With their recent merger with Blue Cross Blue Shield of Georgia, WellPoint anticipates 1.7 million additional members coming on line at the end of the 4th quarter.

For '97, A.M. Best Co. listed Fremont General as having \$819.9 million in net premiums written and \$499.8 million in policyholders' surplus. FMT's operating subsidiary, Fremont Compensation Insurance Group, 'America's Workers' Comp Specialist™ had a A.M. Best Co. rating of A- while Unicare had a rating of B+.

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Boxoffice Magazine

Pepsi-Cola: Stronger Than Ever at 100 Years

By Pat Kramer

With sales the strongest they've ever been, Pepsi-Cola is not wasting time sitting on its laurels as the company celebrates its 100-year anniversary. Instead, they are getting ready for what may be their biggest product launch ever with a major multimedia campaign to announce the arrival of Pepsi One. The diet soft drink is being hailed by Phil Marineau, President and CEO of Pepsi-Cola, North America as "a diet soda with a taste that will redefine the image of diet colas and revolutionize the entire soft drink market." With a nearly 70% product satisfaction rating in a national home-use test, Pepsi One is Pepsi-Cola's latest challenge to Coca-Cola in a classic rivalry to win consumers and exhibitors worldwide.

"You have to out do your competition; who can merchandise better, who gets our product in front of the consumer better," says Nick Giachino, Sr. Vice President, Pepsi-Cola Franchise Business Units. "It's doing our job and what it takes to sell more Pepsi through hard work and dedication, better than the other guy."

Pepsi bottler John Minges, whose family owns one of the oldest Pepsi franchises in the country adds, "Pepsi has a great team and a lot of innovation. They're not going to just sit back on their laurels and let the world go by. They're going to continue to try to be innovative. That's the way Pepsi is going to continue to win in the markets we dominate and continue to move forward."

Exhibition is key to that role, says Giachino. "I think it's a great marketplace for us and I'm excited about the momentum we've had recently in our theatre business and where's we going there. It's a great channel business for us and great exposure for our brands and our trademarks to make available for consumers who frequent those businesses. Service is a premium to them and the profitability they make off [our] soft drinks is terrific."

Pepsi's climb up the 100-year ladder has not been an easy one. Rather, it's been fraught with challenges and obstacles. Their first century in business has included bankruptcy, a major stock market crash, an internal lawsuit over ownership, another lawsuit [with Coca-Cola] over trademark rights, and the nearly catastrophic "syringe hoax" in '93, which was later proven to be fraud. Even their magnificent ad campaign with Michael Jackson in '84 had its problems when pyrotechnics misfired, during filming, igniting the rock star's hair.

Despite all these hardships, the brand has not only survived but also thrived, largely due to the vision of its founders and leaders. Minges, whose family has been in the Pepsi business for 60-years, "The product has persevered and gotten stronger every time we've gone through something of that magnitude. In your personal life, when you go through a trial or hardship, you're normally stronger and more tempered and I think better off. It truly does show you the spirit of the company and the strength because it takes a strong organization to weather those things and to learn by all those experiences and move forward."

Pepsi spokesman Jon Harris adds, "We are stronger today than we've ever been before. I think it's been learning from those experiences that's made us such a hit with consumers. From a competitive perspective, we've always been the competitor versus Coke, which is great because we believe that good competition brings great business. The Cola Wars are stronger today than ever before. I think that's going to continue. We're looking forward to another exciting 100-years."



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The original Pepsi-Cola drink was developed behind the counter of Caleb Bradham's small drugstore fountain in New Bern, North Carolina in 1898. The bubbling beverage known as "Brad's Drink" was a combination of syrup, spices and soda water. "In those days," says Minges, "the pharmacist was [like] the local doctor; you would come to them with your ills. In the 1890s, soda fountain drinks were touted to relieve everything from headaches to indigestion and digestive qualities. I think Pepsi originally had pepsin in it, a chemical that helps aid digestive qualities."

With the product line now distributed in almost 200 countries, worldwide, and sales of over \$10.5 billion, Pepsi has come a long way from the original tonic to help relieve an upset stomach. In addition to the main brand, Pepsi, Pepsi-Cola's major U.S. brands include Diet Pepsi, Mountain Dew, Slice, Mug, Josta, All Sport and Aquafina. Pepsi-Cola also makes and markets other refreshment beverages through joint ventures with Lipton and Starbucks, while parent company, PepsiCo includes the brand Frito-Lay.

Pepsi has largely succeeded by constantly updating its image and developing new innovations in its product line to meet the changing tastes of the consumer. "The taste has changed to meet the consumer's needs," says Harris. "Whatever enhancements have been made over the years has not been anything that has taken away from the great Pepsi taste."

Innovations and additions to the product line over the years have included Teem (1959), Patio Diet Cola (1963), Diet Pepsi (1964), Caffeine-free Pepsi, Mountain Dew (1964), Caffeine-free Mountain Dew, Mirinda (late '60s), Pepsi Light (1976), Diet Pepsi Free (1984), Slice and expanded line of flavors (mid '80s), On Tap/Mug/Cream Soda (1988), Josta ('95s), Crystal Pepsi ('92), Wild Cherry Pepsi (1991), and Pepsi Max ('93). With each, a new segment of the consumer market was targeted, some succeeding, some failing.

This fall, Pepsi's newest product, Pepsi One, will be rolled out in an effort to win those who aren't typical diet drinkers. "Pepsi One," says Harris, "is a blend of Ace-K and aspartame that creates the flavor system." (The sweetener Ace-K, aka: acesulfame potassium or "Sunett®" was recently approved by the FDA). With the introduction of Pepsi One, he says Pepsi will have two diet colas on the market with two great tastes. Rather than competing with Diet Pepsi, which has built a legion of 30 million loyal fans, Pepsi One will aim for those who have steered away from diet drinks in the past due to what some view as a compromised taste. "The results have been overwhelming," says Harris. "It's unlike any product out there currently."

This fall, Pepsi One will make its entry into the marketplace accompanied by a vigorous advertising, promotions and merchandising campaign. While Pepsi executives aren't revealing the specifics, they say it will be big and no doubt, memorable. Over the years, one of Pepsi's biggest attributes has been its ability to connect with consumers through meaningful and memorable ad campaigns and celebrity endorsements.

PepsiCo co-founder and former chairman/CEO Donald Kendall is credited with creating Pepsi's legacy of memorable and inspirational marketing/advertising campaigns, which included Harpo Marx and James Dean in the early '50s. Silver screen star Joan Crawford also helped immortalize the product by endorsing it while married to the late Pepsi president and chairman Alfred Steele. In 1959, when Kendall got former Soviet leader Nikita Khrushchev to endorse the product, Pepsi's international advertising campaign reached new heights generating the headline around the world, "Be sociable, have a Pepsi."



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In the early '60s, Pepsi-Cola continued to define itself with memorable ad campaigns led by Alan Pottasch, then vice president of marketing services and later, vice president, PepsiCo International. In 1963, Pepsi unrolled its "Pepsi Generation" campaign with its signature jingle (sung by Joanie Sommers), aimed at the baby boomers. One year later, when the company acquired the trademark for Mountain Dew, a separate product campaign ensued the hillbilly theme, "Yahoo, Mountain Dew." Now, 34 years later, Mountain Dew is the industry's fastest-growing brand with sales of \$2.7 billion.

In 1965, Pepsi-Cola merged with Frito-Lay leading to parent company PepsiCo. With the strength of this partnership, the product line received additional enhancements as the advertising expanded. There was the "Pepsi Challenge" blind taste test of the '70s, Michael Jackson's international endorsements, hot off the "Victory" tour in '84, and product shots from the ill-fated space shuttle "Challenger." TV ads by Robert Palmer, Michael J. Fox, Tina Turner, Lionell Ritchie, Ray Charles, and Madonna followed. Cindy Crawford, Billy Crystal, Shaquille O'Neal, and The Spice Girls have more recently gotten into the act.

The strength of the worldwide campaigns has helped create the momentum, which has spurred sales and brand recognition for the bottlers. "We are constantly looking to build on our strong relationships with consumers," notes Harris, whether through product innovation or through packaging, advertising and promotions. I think that's really been the key to our success, knowing what our consumer is looking for in a beverage. We want to be there wherever and whenever someone wants an ice cold drink, we want to be there with a Pepsi or one of our other products to make sure we can fulfill their needs and quench their thirst."

As a third generation Pepsi bottler, Minges says, "It's a great business to be in, there's no doubt among that. Even among Pepsi bottlers, they'll say 'a bad year is a good year.' It's a fun business. There is a wonderful partnership between the parent company and the local, independently owned bottler. Together, we approach problems and look at the opportunities out there."

Born into the Pepsi bottling business, the, now, 35-year old Minges says his greatest joy is being able to give back to his community, which is also the birthplace of the drink now known as Pepsi. "The business has afforded me the opportunity to be extremely active in the community participating in youth organizations and charities. [After all] the community has really made us a success and it's only natural that we feel obligated to help the community and give back. We've opened up a little store where the original pharmacy was and you can go in and have your fountain Pepsi. It's pretty neat that something that a man in New Bern invented could become something that's known all over the world. It started with the vision of one man and now is moving to the vision of many to take it to the next level."

Reflecting on the challenges that have sometimes seemed insurmountable at the time, Giachino says, "When you look at a company like ours which has been successful for 100 years, you're obviously going to have some impediments and challenges, you're going to have to overcome. One thing about the Pepsi family is we respond to challenges like none other. Whenever there are challenges, our leaders and our company come together like glue. It's how they deal with the challenges that's important."

He adds, "Success doesn't come easy, we all know that. In the Pepsi system, we believe that success only comes through hard work. One thing about this business, we know it's competitive as heck everyday. It starts with our front line folks everyday trying to out-merchandise, out-sell, and out-execute the competition. That's what I love about this business, it's a challenge each and every day."



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Boxoffice Magazine

Celebrating 100 Years and Going Strong, Tootsie Roll Industries, Inc. Salutes the Exhibition Industry

by Pat Kramer

In 1896, when Austrian immigrant Leo Hirshfield first started producing the chocolately-chewy candy known as Tootsie Roll, he couldn't have foreseen the popularity and longevity, his original candy recipe would have. Named after his five-year-old daughter, nicknamed "Tootsie," has grown from a small store in New York City to a major corporation. With net annual sales in excess of 313 million dollars, Tootsie Roll Industries, Inc. now operates manufacturing plants in Massachusetts, New York, Tennessee, Chicago and Mexico and is a world leader in candy sales.

For fickle candy lovers, one hundred years is, indeed, a record. While there are many factors, which have contributed to the Tootsie Roll's survival, Tootsie Roll Industries President and COO Ellen Gordon points to the candy's actual taste saying, "The chocolaty chew is a very appealing taste." Consisting of hard candy on the outside and chocolately, chewy Tootsie Roll on the inside, the Tootsie Roll is now available in many different forms: the penny-candy "midgie," the three inch favorite, and six inch and foot long promotional sizes now blanket the market. But by far, the product, which leads the pack, is the Tootsie Roll Pop, which is the world's best-selling lollipop.

Another key factor in Tootsie Roll's century-long history was the impact the candy had on World War II. Selected as part of the standard-issued rations for its ability to withstand severe weather conditions and provide an instant energy boost, the Tootsie Roll became a mainstay for soldiers fighting in the trenches between 1942 - 1945. By the end of the War, everyone was familiar with the candy and production soared with renewed growth beyond pre-war levels.

As the company's distribution increased, movie theatres started stocking Tootsie Rolls as a regular concession item in the 1950's. When Melvin Gordon joined the company as Chairman and Chief Executive Officer in 1962, the company name was changed to Tootsie Roll Industries, Inc. Soon, a new plant was opened in the Midwest and by the end of the decade, operations expanded to Mexico, Canada and the Far East.

The '70s started a new era for the company with the acquisition of other successful candy companies, well known to the exhibition trade. In 1972, the Mason Division of Candy Corporation of America joined Tootsie Roll Industries adding the ever popular Mason Dots and Crows to the product line. With Ellen R. Gordon named president and chief operating officer in 1978, further growth followed. In 1985, another candy manufacturer that got its start in the late 1800's, Cellas' Confections, Inc., was acquired contributing their premiere chocolate covered cherries to the company and adding a new diversity in theatre concessions. Three years later, in 1988, the Charms Company, known for their line of bubblegum filled lollipops, came under the company umbrella, making Tootsie Roll Industries the world leader in lollipop production.

Major growth has continued in the '90s as the company acquired the caramel and chocolate brands of Warner-Lambert Company in 1993. This acquisition yielded Junior Mints, another major asset in exhibition concessions. Says Ellen Gordon on that acquisition, "Junior Mints was a very natural companion to our Mason Dots; they go hand in hand. Since we acquired them in 1993, they've been going strong in theatres." Other candies Warner-Lambert's acquisition produced include Sugar Daddy, Sugar Babies and Charleston Chew candies.



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While acquisition of other candy companies has built Tootsie Roll's product line, the development of new candies continues to be a major focus from within. The latest candy to satisfy those with a sweet tooth, says CEO Gordon is the Tootsie Caramel Apple pop, which has proven to be a big, hit. Adds Mrs. Gordon, "We are presently planning some new products - specially designed for movie theatres - which we think they will be good companions to Junior Mints and Mason Dots."

While new products continue to generate public interest, Ellen Gordon says one aspect of their company that can't be overlooked is the familiarity they've built over generations of consumer. From their sponsorship of popular children's TV shows "Howdy Doody," "Rin Tin Tin," "Bozo," "The Pinky Lee Show" and "Rocky and Bullwinkle," children growing up in the '50s remember Tootsie Rolls as part of their childhood. "People really enjoy passing on candies to their children," says Gordon. "Candy which they enjoyed when they were children and it keeps going on from generation to generation. And while we have some nostalgic aspects, I think we also are very much a part of contemporary Americana with our candies packaging, the taste, the size, the portions, and the advertising."

Celebrating 100 years with the exhibition industry, Happy Birthday Tootsie Roll!

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**Boxoffice: The Reverend Bobs Watson, Two-Time Boxoffice Blue Ribbon Award Winner,
Holds Fast to the Memories**

Pat Kramer

As the Reverend Bobs Watson prepares his memoirs, detailing his experiences as a child actor during Hollywood's "Golden Age," he shares with Boxoffice's Pat Kramer, what it was like to win two Boxoffice Blue Ribbon Awards: for "On Borrowed Time" (1939) and "Men of Boys Town" (1941).

The youngest of nine siblings in the Watson clan, known as the "First Family of Hollywood" for their 1,000 or so film roles, Bobs Watson was a prolific child actor, appearing in over 120 movies by the age of ten and 160 during his career. His first role, at the age of six months, was as a baby in Mack Sennett's "Riding to Fame" (1931). Other infant and child roles followed - on the average of four a year - culminating in the role which won him recognition at the age of seven as "Pee Wee" in the 1938 classic "Boys Town" with Academy Award winner Spencer Tracy and Mickey Rooney. Bobs' ability to reproduce emotion on command, particularly tears, made him a Hollywood favorite for many years due to his heartfelt performances. But it was as Pee Wee, the rag-muffin orphan in "Boys Town," which launched Bobs to star status in his first major role. While Bobs' helped draw attention to Father Flanagan's home for wayward and orphaned boys, the film left an indelible impression on the child star which later led to his choice to enter the ministry in 1966 at the age of 33. Of that film, Bobs proudly states, "Today, one of the first things every child that goes to Boys Town sees is "Boys Town" because it gives them a visual, actual history of how Boys Town came to be."

Shortly after "Boys Town," Bobs won a starring role in 1939's "On Borrowed Time," the film for which he received his first Boxoffice Blue Ribbon Award playing "Pud," an orphaned child who fights to stay with his cantankerous grandfather (Lionel Barrymore) against the wishes of a nasty spinster aunt. Saying he is more proud of that role than any other in his career, Bobs explains, "I was more aware of being a professional actor. Here I was eight and I knew *exactly* what I was doing. My Dad, of course, directed me in everything that I did."

Upon receipt of this prestigious award, Bobs' family photographed him while he lay sleeping. When he awoke, Bobs recalls that his father, James Coy Watson, told him the significance of the award. "At that time, it was explained to me that to get an award from Boxoffice was really uptown, that was really class stuff, as least for my father and myself. We were not Hollywoodites, so to speak, we were not in the glamour lane. So when we understood what Boxoffice was - by the people who run the theatres - that's as close as you can get to public opinion." In addition to receiving the Blue Ribbon Award, Bobs received a solid gold watch from screen star Barrymore, a present, he still cherishes today.

While Bobs did not receive an award for "Boys Town" (saying he was still an "unknown" to the public), he did receive his second Blue Ribbon Award for "Men of Boys Town," the MGM sequel in 1940, sharing starring credits, this time with Tracy and Rooney. Referring to that film as "more Hollywood" than the original, Bobs says "Men of Boys Town" filmed primarily on the lot at MGM, unlike the original which filmed exclusively at the home for boys in Nebraska.

On winning his second Blue Ribbon award, Bobs says this time, he understood how important it was. And although he valued this honor, he believes the award was really in recognition of his role in "Boys Town" saying, "I think there are certain Hollywood people who receive awards, not so much for the movie they did, but for the movies that they didn't get recognized for. In this particular case, I think it was more in the minds and the women of Boxoffice Magazine that I should have gotten the award for Pee Wee from "Boys Town" and didn't."



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After that film, Bobs' career slowed down as he went through a painful teenage stage, gaining weight and losing the endearing childish quality that vaulted him into the public eye. Following high school and college, Bobs entered the Army where he appeared in about 600 training films. Then in the late '50s, he returned to a renewed career in film and TV appearing in over 40 films and on 27 TV shows including several episodes of "The Lou Grant Show," "The Beverly Hillbillies," and "The Virginian." But despite his success as an actor, Bobs felt a gnawing ache to do more for humanity than just portray characters.

In the mid-'60s, he received "his calling" to enter the ministry saying, "I didn't have a choice; I was called to it and when you're called, you have to respond. Looking back to his early experience with religion in the film "Boys Town," Bobs reminisces about the man he most admired, Spencer Tracy: "He had eyes that could look right into your soul and Father Flanagan had those very same qualities. As a child, it really affected me."

The Reverend Bobs Watson has since retired from his active ministry in Southern California, having been diagnosed with prostate cancer. However, he still participates in fundraising events for the non-profit organization Boys Town, which has grown into a national organization with outreach centers in cities across the country.

When asked how he feels about the contribution he made to Hollywood film history, Bobs says, "I feel old but I'm very proud to have been a part of Hollywood's Golden era." Recalling that first Blue Ribbon award, he adds, "It was overwhelming! Especially when I learned from whom it came: from the people, from all over, who showed the films. I was deeply moved. Even now, as I think back, I am still very proud, so very proud, of both the awards I received."

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Variety: Locations, Incentives **By Pat Kramer**

In response to the massive growth of the film industry, more and more countries are developing film commissions, recognizing that these productions can inject millions of dollars into their economies, while also providing a public relations benefit. According to the Motion Picture Association of America's economic impact report, \$27.5 billion was spent by the entertainment industry in 1996 in the production of feature films, television and commercials (studio and location expenditures). Industry sources now say that figure increased to \$28 billion in 1997 with \$34.2 billion spent nationwide.

"Twenty-five new film commissions came on board last year," says Barbara Shore, managing director of the Association of Film Commissioners International (AFCI), an educational association representing film commissions worldwide. These included film commissions from Austria, France, Germany, Hong Kong, Northern Ireland, England, Baja, Mexico, Peru, Portugal, the Netherlands Antilles, and Trinidad and Tobago. U.S. film commissions presently account for 73% of AFCI's 268 members from 21 countries. Says AFCI Chairman Ward Emling, "We're now close to a saturation point in the U.S. and Canada. The obvious areas where new film commission will come from will be Europe, South America and the Far East, where we haven't even scratched the surface."

The one exception, of course, is Australia where three film commissions and their Los Angeles-based AusFILM office, are working hard to interest Hollywood in the land down-under. AusFILM commissioner David Pratt notes that in addition to providing a variety of landscapes: tropical jungles, beaches and barren deserts, there are a number of comprehensive economic benefits. "Queensland offers payroll tax rebates and cast and crew rebates as well as free fire and police, while South Australia has payroll tax rebates. And at Fox Studios, which opened last year in Sydney, [filmmakers can receive] payroll tax rebates for shooting in their studios."

Over the past two years, Queensland's Pacific Film and Television Commission reports expenditures of \$230 million by overseas production companies for such films as 2-th Century Fox's "The Thin Red Line," Warner Bros.' "Matrix," Interscope Pictures' "Pitch Black," New Line's "The Island of Dr. Moreau" and MGM's "Flipper."

Likewise, Canada is scoring big with Hollywood due to a favorable exchange rate and large-scale tax credits offered by both the government and the individual provinces. In choosing Vancouver, B.C. for Paramount Pictures' "Double Jeopardy," producer Leonard Goldberg says they found setting which could double for both Seattle's coastline and for the mountains of Colorado. "The crews were excellent, they spoke English and of course there's the economic advantage: The [Canadian] dollar is only 65 cents against [the American] dollar and at the end of filming they provide a tax credit which was a substantial amount of money."

For northern U.S. film commissions, Canada's economic feasibility has had a negative impact on local filming. Randy Adamsick, executive director of the Minnesota Film Board recalls, "In 1995, we had ten films shoot here, our highest rate yet. But in 1996, we went down to two. Every project we lost went to Canada."

To combat this trend, Minnesota's non-profit Film Board got creative with their incentives, leading to three unique programs, unlike any offered elsewhere in the nation. With the help of Northwest Airlines, the Film Board now provides \$50,000 in free airfare each year to location scouts interested in their



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locations. Of the 150 groups who have come to the state since the program began, Adamsick says 70% have either shot that movie or come back to do another film.

The Film Board also provides a 5% rebate on productions' in-state expenditures (capped at \$100,000) through the Minnesota Film Jobs Fund. Says Adamsick, "It's five cents versus twenty in Canada but it really user-friendly and has helped us land Paramount's "A Simple Plan," New Line's "Dairy Queens," and the Hearst TV movie, "A Chance of Snow." Finally, with \$75,000 raised through corporate funding, the Minnesota Independent Film Development Fund provides three, \$25,000 grants to home-grown filmmakers each year, helping build the local industry.

Presently, a new incentive is in the making: a \$5 million revolving jobs fund now before the Minnesota legislature. With the support of Governor Jesse "the Body" Ventura, Adamsick says they hope to soon be providing low interest loans to filmmakers on location in their state.

Meanwhile, the other 49 U.S. film commissions also are doing their best to raise interest in their states for location filming. Based on a survey last August by the Mississippi Film Office, state benefits vary from sales tax cuts and rebates (offered in 11 states) to free use of public facilities and office space (Massachusetts and Tennessee), cuts in gross receipts tax (New Mexico), hotel/motel tax rebates (Tennessee and Washington), and a reduction on Workers Compensation rates (Washington).

However, despite these cost savings, it's still cheaper to film in Eastern Europe and other undeveloped nations like Slovakia, where Fox's thriller "Ravenous" found a perfect double for the Sierra Nevada's circa 1845. "We needed undeveloped mountains with snow, vast horizons and access to stage facilities where we could build sets," notes producer Adam Fields. It's very cheap to film in Prague. The cost of labor is cheap and they have very good crews. You get a lot of bank for your buck."

South Africa has also been widely utilized by major production as of late where "The Ghost and the Darkness," "Dangerous Grounds," and Columbia's "I Dreamed of Africa" have found the infrastructure they need as well as access to wildlife reserves. "In South Africa, filmmakers can pretty much set their own fees," notes South African Consulate acting consul general Tshidiso Ranamane. For foreign filmmakers, the situation is that most people shoot at a much lower margin than in the U.S. Because we don't have a film commission, it's pretty open in terms of regulations and I think a lot of people are taking advantage of that."

Despite being unable to offer tax incentives and large cash subsidies, like their European counterparts, the United Kingdom has been receiving their fair share of production dollars from the major studios for MGM's "The World is Not Enough" and DreamWorks "The Haunting of Hill House," both filming at Pinewood Studios, Paramount's "Sleepy Hollow," (Limetree and Leaveston), and LucasFilm's "Star Wars: The Phantom Menace," which used Leavesden Studios. "One of the interesting things about that," notes LucasFilm producer Rick McCallum, "was that we took it over for a long two-year lease so we could build our sets and leave them standing. We had no one to worry about coming in afterwards and it provided us with total security and a huge back lot."

Tina McFarling of the British Film Commission notes, "We have got a very tax-efficient culture here and our fringe costs are low compared to continental Europe. We believe we are very cost efficient with competing locations and are very competitive in the visual effects and post production areas."

In an effort to make the UK a more important and larger center for overseas filmmakers,



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McFarling says reorganization is presently underway which will combine the present film commission with the British Film Institute and British Screen, creating a new body known as British Film. The new agency is targeting an April 2,000 start-up, at which time McFarling says they hope to have a stronger and more singular voice in the government to benefit both foreign-based and local filmmakers with additional advantages and benefits.

The Italian Trade Commission is also making new efforts to promote their four film commissions in Umbria, Lombardy, Genoa and Emilia Romagna. Italian Trade Commissioner Pasquale Bova says as soon as they finish unpacking boxes in their new L.A. office, they will start flexing their muscle in Hollywood.

Finally, efforts are underway by several European countries to form a European Film Commission Network (EFCN) with its goal to promote the distinct identities of its participating countries. Tentatively, Austria, Italy, France, Spain, Portugal, and Germany have participated in EFCN's organizational meetings.

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Los Angeles Business Journal: SPOTLIGHT ON SAN FERNANDO

By Pat Kramer

San Fernando is a city looking to re-invent itself. “We are an original mission city,” says Mayor Raul Godinez II. “We have the oldest housing stock in the San Fernando Valley.” As a result, he notes, “We were damaged pretty heavily in the Northridge earthquake. As we rebuild the community, we need to improve our image, re-invent ourselves. We have a great community but people tend to perceive of San Fernando as a place that is unsafe. They lump us together with Pacoima and Sylmar but the fact is, we have a very safe community; our police department has a response time of less than two minutes. Out of the 500 or so cities in California, we’re in the Top 5 cities [for safety] when it comes to police time.”

Covering just 2.4 square miles, San Fernando is an independent city surrounded on all sides by L.A. with Sylmar to the north and east, Pacoima on the south and Mission Hills on the west. Established by the Franciscans in 1797, Mission de San Fernando Rey was a working Mission until the mid-1800s when it was closed and the land subdivided. In 1874, politician and businessman Charles Maclay founded the town on acreage he purchased from the original Mission lands.

Due to an underground system of water and wells, San Fernando was able to avoid annexation to the city of L.A. when the California Aqueduct was built and incorporated as a city in 1911. Mayor Godinez notes, “It’s what I refer to as the imperialist phase of L.A. They annexed just about everybody with the threat of withholding water. [However] San Fernando said, ‘take a hike, we’ve got our own wells.’ The key to our success, back then, was our water.”

The water issue continued to be an issue, however, notes attorney Al Ghirardelli of the San Fernando law firm Lewis, Varni & Ghirardelli. “Los Angeles initiated a lawsuit against San Fernando over rights to the underground water.” The late Neville Lewis, senior partner at Ghirardelli’s firm, represented the city from the onset of that suit in 1955 to final judgment in 1979 when the superior court ruled that both cities had 50% entitlements. While the city still primarily draws its water from the wells, San Fernando now contracts with the Metropolitan Water District to purchase water when needed.

The ‘70s and ‘80s were times of both hard time and growth for San Fernando as the Sylmar earthquake in ‘71 forced the city to rebuild many aging buildings. Agriculture, primarily citrus and olives, began to be replaced by new development starting with the San Fernando Mall in 1966. As the four freeway systems were completed, increased access, low business taxes, low licensing fees and the no municipal utility tax lured business to the city. Between 1984 and 1991, nine industrial parks were built, the largest, the 30-acre San Fernando Business Park, in 1987, on the site of the former San Fernando Airport.

At the same time, the area began to change from mostly Anglo to Latino, who makes up the majority of the city’s demographics. That fact is further evidenced by the presence of the Hispanic Chamber of Commerce in San Fernando and the Latino Business Association, which is building a local base here. LBA co-chair Cesar Garcia says, “The Latino community is growing. We used to be focused on just helping Latino businesses. Now, we’re a clearinghouse for businesses who want to get into the Latino community.” He adds, “We don’t just sit back and watch things happen. We like to be involved in shaping our community.”

City officials estimate that there are now about 125 manufacturing plants and another 300 retail stores in the city with about 110 storefronts in the two block San Fernando Mall area on San Fernando Road. The top employers include Pharmavite, a dietary supplement and vitamin manufacturer which employs 485, Corning Samco an optical fiber and glass product manufacturer which employs 325, Northridge Mills, a textile company which



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employs 300, and Precision Dynamics Corporation, a medical identification manufacturer which employs 350, just beyond the city limits in Pacoima.

Precision Dynamics president Walter Moser PhD says despite their location in L.A., his company interacts heavily with San Fernando stating that the city's government is more responsive to business. "You can get something accomplished in a very short time because they care about bringing people into the community. They have a fantastic government and an outstanding police department. The graffiti stops when you get to the city limits."

The city is just now rebuilding the heavy devastation caused by the Northridge earthquake, which closed the county courthouses and caused many businesses to leave town. With the reopening of the courthouses earlier this year, the city is starting to experience new growth in jobs. However, with little available land left to build on San Fernando has become a 'built-out city,' according to Administrative Services Manager Saul Gomez. "We're recycling old buildings, melding lots and recycling for better use."

After three years of study, city officials and the Chamber of commerce announced a wide-ranging economic development plan, which seeks to revitalize the economy in San Fernando. Partially funded by a federal grant from the economic development administration, the project seeks change the image or perception of the city in people's minds through image enhancement and business retention efforts.

During the city's rapid growth period, businesses sprung up in somewhat of a pell-mell fashion with office, retail and industrial all interspersed. Says the Mayor, "The central core revitalization plan aims to come up with a specific plan for the downtown corridor," an area encompassing retail areas along San Fernando Boulevard and Truman Streets. "Right now, we have office space next to transmission shops. We're trying to come up with a master plan for what we want San Fernando's downtown to look like in the future."

The city is currently investing in creating a marketing plan to identify what needs are not being met in the city, things which the Mayor says include movie theatres and major anchor store, so efforts can be made to bring them in. The city's border with Pacoima is also being beautified with infrastructure improvements, plans for landscaping and a streetscape to create a destination location in San Fernando. Presently, the formerly deteriorated area is being upgraded by newly refurbished car dealerships which line the city's entrance way or "gateway" at the San Fernando Road/Truman Street junction.

Through the Chamber's formation of "Red Teams" which provide business consulting and which act as a liaison with different city departments, Chamber CEO Joe Sandoval says they are turning red tape into a red carpet.

The city's efforts to induce businesses to take over and rehab properties include partnering efforts. Bob Frazier, president of Frazier Aviation, moved his aerospace manufacturing facility to San Fernando last March rehabbing a 48,000 sq. ft. building. "The city was very accommodating, services were very quick and the city offered to partner with us on landscaping." The city's outgoing efforts helped him chose San Fernando over sites in Valencia, Oxnard and Irwindale.

For Pueblo Contracting Services, quick action by the city has been very important to the company. Pueblo moved to the city in '92 and has since designed and developed several landmark projects that have elevated the city's image. Their pilot project in '92 was the Kewen Townhomes. Built during the recession, these affordable homes sold in 3-weeks, sparking redevelopment in the formerly blighted part of the city. In '95, Pueblo won the contract to build two senior citizens apartment developments for residents, which they also own and manage. In '97, the built Villas del Sol, 11 town homes of family housing on a site where a 25-unit apartment was destroyed by the earthquake. Presently, they are breaking ground on Library Plaza, a mixed-use development that will include a



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new 8,500 square foot library and 9,000 square feet of retail shops with a bookstore, coffeehouse, food court and a copy center.

Noted as the developer for downtown's Angel Flight project as well as other major historic renovation and commercial projects, Pueblo Contracting President, Martha Diaz-Azskenzazy grew up in San Fernando. She notes, "One of the reasons we stay here is to be role models to show that Hispanic firms can do well. We hire locally, we help train, and we're good corporate citizens." Vice President Sev Azskenzazy adds, "[San Fernando] is a small town. When you go to city hall, it's so intimate; you've going to leave with answers. As a developer, it's a very important feature to have."

###



L.A. Business Journal: Real Estate Quarterly, SOUTH BAY

South Bay Experiences Lowest Vacancy Rate Ever Recorded.

By Pat Kramer, *Contributing Reporter*

Major Events

- FedEx leased 110,000 sq. ft. at 101 Sepulveda Blvd. in El Segundo.
- Hughes Electronics leased 158,000 sq. ft. in two transactions for corporate space and Hughes Direct TV in El Segundo.
- United Healthcare leased 66,5000 sq. ft. at 180 E. Ocean Blvd., Long Beach.
- Bobit Publishing leased approximately 40,000 sq. ft. on 21061 Western Avenue in Torrance.
- SCAN Health Plan leased 28,500 sq. ft. at 111 W. Ocean Blvd., Long Beach

In a 4th quarter marked by a significant number of major transactions in the industrial market, South Bay experienced the lowest vacancy rate ever recorded and is currently enjoying a very robust recovery. Terry Reitz, senior vice president, Grubb & Ellis Company, says the vacancy rate fell from 6.3% in the 3rd quarter to 5.8% in the 4th with total activity for the quarter approximately 3.65 million sq. ft. leased or sold.

At year's end, Reitz says nearly 1.4 million square feet of speculative industrial space was under construction, which translates to big news in a market where construction has been "zero" for the past five to six years. "In late '94, the vacancy rate was 13%; now it's down to 5.6% - a dramatic drop. Since then, activity and rental rates have increased at a rate of 6% - 7% per year indicating the overall health of the economy."

According to Jeffrey S. Morton, senior vice president at CB Commercial, the rate of absorption rose by about one-half million sq. ft. in the last quarter of '97, contributing to a very positive trend. "Declining vacancy means increasing rents. As a result of increasing rents, speculative development is beginning and there's going to be more and more development in the 1st and 2nd quarters of '98 as a result."

Morton points to the industrial, manufacturing and distribution businesses as factors in the healthy economy. "These businesses are expanding, primarily imports, Virtually all of the public warehousing companies are full to capacity with activity in the ports of L.A. and Long Beach showing double-digit increases in activity."

Morton predicts rental prices will continue to soar as vacancies decline saying, "1998 should be a record year for an increase in rents and values of S. Bay industrial properties." He notes that institutional money advisors are focused on this market due to the strength of the ports and LA International Airport.

Presently, over 1.8 million sq. ft. of speculative construction is planned for S. Bay's industrial market and that development will continue to create momentum for further speculative construction, according to Reitz. "With the depletion of Class A space and the continuing demand for big box distribution buildings, speculative construction is now feasible." He adds, "The build-to-suit market is also expected to remain strong in '98."

Meanwhile, the office market made major recovery from a decade hit by the recession and corporate downsizing - largely due to the predominance of computer, healthcare and telecommunications businesses. According to Jim Biondi, senior vice president at Grubb & Ellis, the 4th quarter was marked by a number of large transactions. Vacancy rates fell to 18.6% after the 3rd quarter's 21.1%. Net absorption recorded at 580,000 sq. ft., was helped by several major transactions: Federal Express's lease of 110,000 sq. ft. in El Segundo and Hughes Aircraft



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leasing 158,000 sq. ft. for their corporate offices and Direct TV operation, Bobit Publishing's lease of 40,000 sq. ft. in Torrance and in Long Beach, United Healthcare's lease of 66,500 sq. ft. at 180 E. Ocean Boulevard and SCAN Health Plan's lease of 28,500 sq. ft. at Landmark Square, 111 W. Ocean Boulevard.

With the El Segundo/Manhattan Beach sub market leading the area in vacancy lows and Class A and B rental highs, Biondi says the market is finally firming-up. "We're seeing rental rates increasing, especially in the dwindling Class A sector as opposed to the B and C sectors. There's been a lot of activity with companies looking to expand or consolidate with a greater velocity of transactions than there's been in the last four or five years."

Referring to the El Segundo market, the fastest-growing, most exciting sub market in the 4th quarter, CB senior associate for commercial properties Bill Bloodgood says, "One year ago, the vacancy rate was 20%; now Class A vacancy is at about 5%. In this quarter, we've seen a lot of migration from outside the market particularly in Pacific Corporate Towers which did the majority of the leasing throughout the year." With speculative development planned at the 100-acre "super block" in El Segundo during the 1st quarter, Bloodgood says El Segundo will continue be hot property.

On speculative development, Craig Meyer, senior vice president at The Seeley Company, reveals that Highridge Partner's Continental Grand Plaza I is currently in escrow with an unnamed buyer and expected to close this quarter. Meanwhile, Continental Grand Plaza II, is expected to break ground on a 240,000 sq. ft. building at 400 Continental Boulevard, also in the 1st quarter.

Also at the superbloc, Morgan Stanley's Kearney Real Estate Company is planning to develop a 21-acre project adjacent to CGP. Says Meyer, "The Grand Avenue Corporate Center would consist of one or two hotels, a "recreational element," a 150,000 sq. ft., "built-to-suit" office building and possibly 300,000 - 400,000 sq. ft. of office space.

In a turnaround from last decade's recession and the affects of corporate downsizing, the South Bay's office market, according to Grubb & Ellis forecasters, will continue to improve with the top three locations: El Segundo, the Torrance 190th Street Corridor and Long Beach Suburban, showing the greatest improvement in the rate of positive absorption and leading to higher rents.

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SPOTLIGHT ON ENCINO: The “Jewel” of the Valley

By Pat Kramer

Referred to as the “Jewel of the Valley,” Encino is known for having the greatest number of banks and savings and loans in the San Fernando Valley, most of which are located along the 3.2 mile business district on Ventura Boulevard. Located 30 miles northwest of downtown Los Angeles, Encino’s 11-square miles is bordered by Van Nuys on the east and Tarzana on the west. According to Jeff Beckerman, operations and statistical analyst for the City of L.A., 1996 census tract boundary figures count 27,500 residents, (the Encino Chamber of Commerce’s figure is 42,500). Median income for residents range from \$40,000.00 to \$105,000 per year with the majority of higher income residents located south of Ventura Boulevard.

At one time, home to celebrities Michael Jackson, Tim Conway, Bob Barker, Dick Van Dyke, John Wayne, and Ann Sheridan, Encino has always been a prestigious location to live, notes Rickey Gelb, owner of Gelb Enterprises, which owns 40 office buildings, and retail centers in the San Fernando Valley. Entertainer Al Jolson was the community’s first Chamber of Commerce President back in 1936. Sheldon Mende, the current Chamber president notes, “He was instrumental in getting the first streets paved.”

Since that time, the Chamber built its ranks to 600 members of whom 50 are restaurant owners, 20 are banks, and the rest are retail or professional service firms. Known for its “Taste of Encino” event, the longest-running event in L.A., the Chamber serves as a vital link to the community introducing a number of innovative programs, most notably, “Encino 2,000 & Beyond.”

Created by board member J. Richard Leyner, Encino 2,000 sets a new paradigm in Chamber goals, programs and thinking. Leyner explains, “In the past, Chambers were places to go to complain, have a meeting, a business expo and so forth; they were involved in parades and other activities that really didn’t benefit business people. In the future, Chambers will serve the whole community; when any body calls, homeowner or business, we’ll have somebody to refer them to those people [they need].” Leyner says plans for Encino 2,000 call for establishing a professional business consulting team, funded by the Chamber, to provide outreach to local businesses with the skills necessary to compete in today’s marketplace.

While the Encino-Tarzana Regional Medical Center and Pinkerton Security are the two largest companies in town, the majority of businesses tend to be smaller, professional service firms. “People here are very knowledgeable and intelligent” says Gelb whose Gelb Plaza and Wall Street Village, each 40,000 square feet, provide prime commercial space. Built in 1987, Gelb Plaza at 17545 Ventura Boulevard hosts several accounting firms, three restaurants and a hair salon while Wall Street Village at 17815 Ventura Boulevard is home to primarily medical professionals.

The prevalence of professional businesses make Encino a great location for banks, says John Feldman, president of Bank of Los Angeles, which has a branch (the former American West Bank) at 16861 Ventura Boulevard. “This is a very business and service-oriented community. It has a preponderance of professionals: lawyers, CPAs, doctors and each one constitutes an excellent perspective customer for a bank. We consider our facility in Encino to be a very rewarding part of our banking business.”

Five retail shopping centers also contribute to Encino’s landscape. Plaza De Oro, an 85,000 square foot center at 17157 - 17253 Ventura Blvd. and Encino Town Center, a 135,000 square foot complex at 17130 - 17240 Ventura Blvd. are owned by Encino Management Company. The Town Center’s tenants include national chains Strouds, Staples, Super Crown, GNC and a five-screen Laemmle Theatres while Plaza De Oro’s tenants are small retail companies.



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Encino Place, an 84,000 square foot center at 16101 Ventura Boulevard, features several restaurants, retail and medical professionals in its three-story complex. Owned by Golden West Properties, Encino Place is currently in escrow to an unnamed buyer.

The other two retail centers are the Encino Marketplace at 16325 - 16461 Ventura Boulevard, 95,000 square feet, is managed by Caruso Affiliated Holdings, and Courtyard of Encino, a joint venture of PCRE Center LP and South Auspicious Investments, has a Bally's Health Spa, Western Bagels, Good Earth Restaurant and small retailers. The marketplace is the newest center opened in November 1994, it is anchored by a Ralphs market, a Barnes and Noble bookstore, Blockbuster Video and a Starbucks. Courtyard Shops of Encino, a 110,000 square feet complex at 17401 Ventura, is owned by PC Investments.

Over the past ten years, Encino's retail and office properties have seen the greatest changes with older buildings being remodeled, keeping in line with the community's overall image as an upscale area. To a large degree, this is due to two very active homeowner organizations: Homeowners of Encino and Encino Property Owners Association (EPOA) who closely monitor all development proposed for Ventura Boulevard.

EPOA, which represents upwards of 1,000 homeowners, formed in 1965 to response to land use and zoning decisions that were being made for the Valley in City Hall, notes former president Rob Glushon. "We were coming from not wanting over-development but also not wanting a ghost town. If there was a development project we were opposed to, we'd fight it; if there was a way to forge compromise, we'd do at."

"Now, developers generally come to use to get our executive board's reaction to a project before they go any further," says EPOA president Bill Jasper. Currently EPOA is working to reduce excessive noise levels emanating from nearby Van Nuys Airport. And of no less importance, the group is actively involved in trying to replace Encino's historic, cultural landmark - the Lang Oak. Estimated to be 1,000 years old, the tree, which rose seven stories at Ventura Boulevard and Louise Street, was a popular landmark until El Nino's rains took it down in January.

This expression of community involvement is typical of Encino's residents, says Los Angeles City Councilor Cindy Miscikowski, who maintains a satellite office in Encino. Recalling the central role the tree played in the community she says, "A few years back, when the tree was going through a rough period with a fungus that attacked it, the local community and school children participated in raising money for studies and preserving it. When we lost it in the rain a month ago, people came to look at this fallen tree. It really was a community treasure. There really is a wonderful sense of participation and community in Encino."

In addition to the community watchdog groups, Encino established a "streetscape" committee in 1993 to apply for a \$75,000 city grant to do a feasibility study on improving the business district. In 1996, after the grant came through, the Business Improvement District (BID) was formed to hire a consultant and oversee the study. BID President Pierre Nazarian of Encino Management Company, says the consultants' suggestions included establishing a logo of an oak tree for Encino and to present a unified image along the Ventura Boulevard business district. Other suggestions included cobblestone crosswalks, benches, improved lighting, landscaping, and additional parking facilities to make the area more consumer friendly.

J. Richard Leyner, a BID member, says the group is now in the process of petitioning property owners in the targeted business district for their support. The proposed improvements, if approved, would amount to between \$250,000 and \$300,00 per year or roughly, 1.5 to 2-cents per foot, per month, in property tax.



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A key supporter of BIDs in the towns she serves, City Councilor Miscikowski says, “[It’s] a way of upgrading and modernizing those streets with streetscapes, creating a landscape that includes benches, outdoor dining and a nice pedestrian mix where people can feel comfortable walking to the streets in their communities and partaking in the businesses there.” She adds, “We’re seeing evolution away from some of the large-scale malls and back to Main Street USA and really recapturing what’s so special about southern California; you can have outdoor plazas and outdoor dining on a city street. People like walking, if they can, to local commerce.”

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Pasadena Weekly: **Alternative Methods for Cancer Control**

By Pat Kramer

Nowadays, alternative healing promises effective treatment for everything from lupus to legionnaires disease to diverticulitis. Healing practitioners abound in just about every major city in L.A. offering holistic hope to those who have gotten none from traditional medicine. And while these “cures” in most cases cannot be proven or substantiated, nonetheless, those with life-threatening illnesses are willing to spend their hard-earned cash to take a gamble on possible cures for everything from cancer to AIDS. Indeed, alternative healing has become “big business” in the cities and towns across America as those, disenchanted with Western medicine seek out their own cures in conjunction with or instead of going to a medical doctor.

Alternative medicine means many things to many people. But according to Dr. Charles M. Balch, president and CEO of City of Hope National Medical Center, “It generally is defined as those things outside the mainstream standards of validated therapies or those [treatments] that have proven value.” As a surgical oncologist, Dr. Balch says he does not recommend alternative medicine to patients as a substitute for standard medicine. “There are those in the alternative field who take advantage of the fear and anxiety of patients, especially when people get in terminal stages and don’t have standard medicines to turn to. They give them false expectations and charge a lot of money for something [that will work] when all else has failed.”

However, in the area of pain and symptom relief, he says certain forms of alternative medicine have been found beneficial. At the City of Hope, acupuncture is now being provided for pain management in certain situations when conventional treatments have not been found effective.

Acupuncture originated in the Orient several thousand years ago but in America, it’s only now coming into mainstream use. R. Drew Francis, OMD, L.Ac is a doctor of Oriental medicine and a licensed acupuncturist at Los Angeles’s Golden Cabinet Wellness and Longevity Center. “Acupuncture is probably the most effective short-term modality for acute pain,” states Dr. Francis. “But it’s not just acupuncture; it’s the whole package of what a doctor of Oriental medicine can do to help a patient. We can help those with cancer learn what lifestyle changes to make and the least toxic diet they should consume to help their body de-toxify. With Oriental medicine, we help people heal themselves.” However, Dr. Francis recommends those with cancer see an oncologist before seeking alternative medicine.

Acupuncture is presently covered by some insurance plans, however the majority of HMO’s do not provide reimburse. An initial consultation costs around \$175 with follow up treatments \$75 - \$95 per session.

Nutritional therapy is also “big business” with Essiac tea and Flor Essence popular immune system enhancers. A single bottle sells for \$23 and lasts 3 - 4 weeks. Michelle Levan, Ph.D, H.M.D, who provides homeopathy services at Sherman Oaks’ Capitol Drugs, refers to it as a “catabolic waste remover,” helpful for those with cancer.



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“We believe in the inherent wisdom of the body to straighten out [its own] problems,” says Dr. Levan. “We don’t treat symptoms, we treat people for the mental or emotional conditions which led to this unbalance.”

In homeopathy, the rates charged for an initial consultation can vary considerably. Dr. Levan charges clients \$300 - \$500 for an initial meeting which can last for several hours, while Harry F. Swope, ND, DHANP, CCH, a naturopath practicing homeopathy in La Crescenta charges \$150 - \$200. (Rates are said to be \$700 - \$1,500 for a session with an MD homeopath.)

Following the consultation, the homeopathy practitioner then prepares specific remedies using animal, vegetable or mineral substances that can encompass a dozen or more ingredients. Based on those ingredients, the remedy can range from a few dollars for a single treatment to several hundred or thousand a month for ongoing remedies. Insurance does not cover any of these expenses and Dr. Balch states that patients should view nutritional treatment intended as a curative therapy with a healthy skepticism pointing to the fluctuations in price as an example of the problem that arises in a non-regulated market.

Both Drs. Levan and Swope are careful to say that they do not “cure” cancer. Says Swope, “Naturopaths believe in using natural methods to stimulate and support the body’s own ability to heal itself. Some work real well, some work some of the time. It can play a complimentary role in balancing the well being of people with cancer; in some cases, bringing significant improvement to a person’s health.”

Pranic healing, a form of energy work is another modality used by those with serious diseases like cancer. Master Stephen Co of the Diamond Bar-based American Institute of Asian Studies, describes pranic healing as a way to promote the body’s own inborn healing abilities. “Using visualization, breathing and the energy from the environment, the healer directs and moves streams of purified energy through the body.” Co says pranic healing has been used on cancer patients with excellent results noting one incidence where a tumor was minimized. “Our goal, is to empower people after they’ve exhausted all other medical means.”

The Institute for Asian Studies offers free pranic healing sessions each month around L.A. They also offer educational seminars, for a fee of \$200, during which time anyone can learn the healing technique. Private sessions are also available at \$35 - \$50 an hour (or \$100 in New York). While it is not covered by insurance, Co says he is currently teaching this technique to doctors and nurses at Kaiser Permanente as well as at other medical facilities.

Biofeedback and hypnotherapy are two other curative therapies. In both, the power of the mind is harnessed to promote a sense of well being in the patient. Dr. Victoria Ibric, MD, Ph.D provides biofeedback and neurofeedback at her Therapy and Prevention Center in Pasadena.

Prior to opening her practice, Dr. Ibric specialized in oncology and immunology in her native Rumania. While working with cancer patients, she observed more than medication was needed for patients to heal; that they needed to also work on their belief systems. “The way the mind works, our nervous systems and our emotional system, has a great influence on how our immune system responds. There are



chemical explanations with hormones [excreted], which are responsible for the flight or fight response. We can actually heal or kill ourselves by the way the mind functions.”

The doctor says that biofeedback has proven capabilities for cancer patients in decreasing the nausea and vomiting associated with chemotherapy. The process of biofeedback teaches one to control certain aspects of their physiology such as their temperature and other responses to anxiety. Similarly, neurofeedback is effective in helping patients control anxiety and alleviate chronic pain without the need for medication.

An initial consultation with Dr. Ibric costs \$250 and is covered by some insurance plans. For cancer patients, a follow-up regimen of twenty or more sessions is usually recommended at \$140 per session.

Hypnotherapy, long considered a psychological treatment, is now being increasingly recognized for the supportive role it plays for those with illnesses like cancer and AIDS. “More and more insurance companies are reimbursing patients for hypnotherapy sessions,” notes Lupe Zuniga, M.A., a clinical hypnotherapist with a practice in Tarzana. “I work with AIDS patients, helping them boost their white cell count while with cancer patients, I usually do visualizations to rid them of their cancer cells.” While she admits that it’s not a “cure-all” she says she’s witnessed wonderful results, particularly in lowering the anxiety level of cancer patients.

Betty Levenbach, a client of Zuniga’s, began receiving hypnotherapy treatments in 1996 after she was diagnosed with Stage IV, Non-Hodgkin’s Lymphoma, the most serious stage of the disease. After receiving an initial 3-week treatment of chemotherapy, Levenbach began hypnotherapy sessions in her hopes of finding an alternative healing. “It was such a relief,” says Levenbach, “Lupe gave me hope and took a lot of the tension away. I was hesitant in the beginning but it’s been the single, most helpful support I’ve had.”

After initiating the hypnotherapy, Levenbach’s cancer went into remission for 15-months. While it’s not clear whether it was the result of the traditional medicine or the hypnotherapy, she says she believes it helped.

For those considering alternative medicine as an adjunct for cancer treatment, Swope says, “Everybody should be encouraged to do whatever they can [to promote their own well being]. Ask a lot of questions of both alternative practitioners and western doctors then pick one or two treatments and stick with them for a while. Don’t attempt to try everything.”

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