July 1990

Inland Empire Business Journal
A recent visit by a Montclair resident to the mall turned out to be a trip that saved his life.

While scouting shops for bargains and fashions, the resident decided to stop in for a health check at a new type of clinic at the Montclair Plaza called Testing 1-2-3, which opened in mid-June. Doctors ran a few quick tests and sent the resident directly to the emergency room of the local hospital.

The patient, who tested him, said the man could have died at any moment.

Ironically, when the shopper walked into the clinic he said he felt fine.

The case illustrates a point medical professionals have long been making. They have suggested that the only way to control escalating health care costs is through preventative medicine. Several hospital administrators who have established such mall clinics as Testing 1-2-3 -- which provide a partial solution.

Preventative Medicine

The Testing 1-2-3 clinics are operated by a Woodland Hills firm, E.N. Phillips Co. The company approaches hospitals and offers to operate the clinics, which provide free health screenings. Phillips plans to have 13 clinics operating by late 1991.

At $15,000 per month, however, the clinics are not cheap. The hospitals must pay for mall space and provide doctors and nurses to staff the facilities. But if the doctors find that a patient is in need of further medical care, they suggest a follow-up office visit or even a trip to the hospital.

That alone, while seemingly a good way for hospitals to drum up business, would hardly warrant a story, except for one fact.

The Testing 1-2-3 company, which approaches hospitals and offers to operate the clinics, said such facilities may provide everything from colon cancer tests to mammograms -- said such facilities may provide a partial solution.

THE CHINA SYNDROME -- INVEST NOW OR HOLD YOUR BREATH

by Professor Marshall H. Shen

Last March, Cal Poly Pomona Professor Marshall Shen gave nine of his students an unusual assignment: write a letter to China's top leaders. With the students' input, Shen, who holds a doctorate in Chinese and Asian affairs which he received at UC Riverside, wrote the letter and sent it to China. He expected little more than a form letter in return... Instead, Chinese Communist Party General Secretary Jiang Zemin, the country's highest ranking leader next to Deng Xiaoping, sent back a detailed 10-page response. It covered everything from China's official position on the Tian An Men Square massacre to its desire to continue attracting foreign investment.

Shen and his students were invited to the Chinese Consulate in Los Angeles for a well publicized unveiling of the letter. The event was covered by all the local papers and television media. Shen even met privately over lunch with Chinese diplomats and officials to discuss the details of Jiang's letter. But when the event was over, the media went home, and the incident was all but forgotten. Save for a few quotes, Shen has not spoken publicly about his interpretation of the Chinese leader's response.

We asked Shen to answer the questions: "Should local business leaders begin investing in China? How should they do it?" Following is the response he wrote exclusively for the Business Journal:

Amidst the hoopla surrounding Jiang's unprecedented response to our letter, no mention was made in the American press of China's unmitigated desire for industrialization and modernization. In his letter, the general secretary declared: "Far from rejecting advanced science and technology, modern managerial expertise and the fine cultural fruits created in the capitalist world, we have consistently indicated the need to learn and absorb them."

AQMD Tightens Rules: Will Have Major Impact on Inland Empire Businesses

Over the bitter objections of business, the Air Quality Management District passed a strict new rule that greatly tightens pollution requirements.

The rule, which ushers in a drastic reduction of "emissions reduction credits" companies have accumulated, will have a major impact on Inland Empire businesses. Whether that impact will be positive or negative, however, is a matter of debate.

Inland Empire executives, who strongly opposed the new rule, say it is patently unfair and harmful to business. They say that the new rule is particularly damaging to the Inland Empire because it will deter companies from relocating to San Bernardino and Riverside counties.

AQMD officials contend that quite the opposite of preventing companies from relocating to the Inland Empire, the new rule will help them to do so. The new rule, they say, corrects an inequity in air pollution regulation that has plagued Inland Empire businesses since 1976.

Pollution Credits

The change in what is called the New Source Review (NSR) rule, or Regulation XIII, involves "emission reduction credits." Companies, which cause air pollution, have to meet AQMD standards for their emissions. If they manage to keep their emissions below a certain level, they earn pollution credits.

Companies can, and often do, sell those credits to other firms which have exceeded their pollution limits. In addition, when companies want to relocate more than five miles away from their original location, they may need to spend those credits.

Please See "AQMD" Page 3

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Please See "AQMD" Page 3
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As land prices continue to skyrocket, joint ventures — where a small landowner puts up the property and a large builder does it — may provide a good solution.

GUEST COMMENTARY
Schools Can Better Prepare Students for the Business World

Educator Ed Peitz explains how his Ontario school district teaches critical thinking to help students better prepare for entering the working world.

SMALL BUSINESS
SBA Loans to Inland Empire Businesses Way Up

Since 1988, Small Business Administration loans to Inland Empire businesses have doubled, and will continue to rise as new companies continue to sprout up in the area, says the local SBA director.

EXECUTIVE COMPENSATION
Popularity of “Investment Risk” Compensation Packages is Growing

More companies are requiring executives to put their money on the line in connection with a new type of compensation package.

IDEAS FOR THE EMPIRE
Forecasts for the Inland Empire

Developers David W. Moore and Al Steward’s Inland Empire real estate predictions; Jack Bridgman’s forecast on computers; TV Producer Norm Miller on Inland Empire television and Frank Delany on the future of S&Ls in Riverside and San Bernardino counties.

PUBLIC RELATIONS
Do So Many PR Campaigns Fail?

By failing to properly define the target market, public relations and advertising campaigns often fall flat. Here’s why.

LEGISLATION
State Senate Bill Would Harness AQMD

Even Air Quality Management District officials support a bill that would make the powerful agency more accountable to business executives and the general public.

FEATURES
Close-Up, Shirley Links, Owner, Turner’s Outdoorman in Chino

Newsmakers

People, Places & Things

Focus on Chino: Managing the Highest Growth Rate in the Western Inland Empire

Answers for the Inland Empire: National Affiliate Stations in the Empire?
Mall Cont. From Page 1

The clinics were hardly a hit with doctors at first. Kay Hazen, vice president of marketing for Desert Hospital, told Healthweek Magazine that their doctors were initially against the idea. "They felt we were indiscriminately screening people and scaring them stiff," Hazen told the magazine, a weekly trade publication. "We had to spend some time jawboning the staff to get them to believe in it."

In Montclair, doctors like the idea of detecting health problems before they become serious, rather than after a life-threatening emergency develops, Rossfeld said. The hospital plans to use its clinic to offer other health programs such as first aid and CPR classes as well as stop-smoking programs and pain management seminars. Other Inland Empire hospitals have expressed interest in opening mall clinics, Rossfeld said. And though those clinics would technically be competitors with the Montclair facility, Rossfeld said he would like to see similar clinics operating because they are a better way of providing healthcare.

With 4000 malls in California, if Rossfeld and others have their way, shoppers throughout the state could be picking up cholesterol charts along with new boots and designer jeans when they visit the mall.

China Cont. From Page 1

In addition to his evasive answer to last year's Tian An Men Square tragedy, Jiang made several significant points regarding the return of Hong Kong in 1997 and China's hopes for reunification with Taiwan. The integration of the economies of Hong Kong, Taiwan and China would have a most significant and profound impact on China's industrialization and modernization effort.

Hong Kong and Taiwan are two of the so-called "four dragons" -- an elite group of industrialized states which also include South Korea and Singapore -- that have the most dynamic and prolific economies, outside of Japan, in the Pacific Basin. Were these two economies successfully integrated with the People's Republic, it would be no surprise to find China's industrialization and modernization drive significantly accelerated and dependence on external investment and aid greatly reduced.

With regard to Hong Kong, Jiang stated in no uncertain terms that the Chinese Communist system "will not be practiced in Hong Kong after its return to the motherland in 1997, and its capitalist system and way of life will remain unchanged...laws currently in force...will remain basically unchanged. Its status as an international financial center and free port will be retained..." Jiang went on to state that the Chinese government has institutionalized these points "in legal form, thus providing a firm legal guarantee for the long-term prosperity and stability of Hong Kong."

On Taiwan, Jiang declares that, "we have proposed to address the issue of reunification of Taiwan with the mainland [with] the same formula as used in the settlement of the Hong Kong issue, namely, 'one country, two systems.'" Clearly, the reunification of Hong Kong and Taiwan with the Chinese mainland is extremely desirable. If realizable, it would have major domestic and international implications.

Invest New

If American business has any real interest in investing in China, it should immediately start to plan, prepare, and organize for it. What happened in Tian An Men Square last June, as tragic as it was, must be understood from a Chinese perspective. A civil libertarian outlook is not a part of the Chinese cultural tradition. Rejection of the totalitarian concept is often vital Cultural Revolution, that spanned the '60s and '70s, by current Chinese leaders is not equivalent to an acceptance of the American notion of human rights. Japan, which shares a similar heritage with China, understands this very well. That country is significantly ahead of the United States in its business and economic ties with China. But for historical reasons, Americans still have the advantage.

Following are a few key points to bear in mind in developing business and strategic plans for investment in China:

- Chinese appreciate cultivating lasting associations and relationships. Don't go in with the intention of making one-shot deals.
- Recruit cross-cultural professionals, those who are culturally and linguistically both Chinese and American, into your organization.
- The concept of "guanxi" (connections) is paramount in developing relationships with Chinese business people and officials.
- Approach business relations and agreements with the Chinese with an "yi ju liang de," or "win-win," attitude.
Using Computers
To Support Meetings
by Lorne Ofman
Assistant Professor of
Information Science
Claremont Graduate School

Imagine a dozen managers meeting to decide on a new product. Each manager has a number of ideas that might be successful. The group leader begins to list ideas on a flip chart, and soon has taped two pages to the wall. Then, the group begins to see commonalities in the ideas, and starts to write a revised list on a new flip chart. The leader asks each manager to rank the ideas in terms of potential. The group agrees to meet the vote and flip chart notes.

Now imagine this same group using a network of computers instead of cumbersome flip charts. The computers are able to access common software for brainstorming, consolidating ideas and ranking alternatives. Managers sit at keyboards and enter ideas that are displayed on screen. The group leader prints copies of the ideas, and uses the software to immediately edit, consolidate and print a revised list. The group is presented with the rankings displayed on the screen. Instead of waiting until tomorrow, the group can continue with the new product decision today.

The scenario may sound futuristic, but it is possible now. A facility like the one described above is in operation at the Claremont Graduate School. The CGS decision room was developed under a grant from IBM. It was the brainchild of Professor Paul Gray, the founder of the information science department at CGS. Using IBM PS/2 model 70 computers, and IBM token ring network, public screens and GroupSystems software (by Ventana Corp., Tucson, Ariz.), the decision room can accommodate up to 16 executives.

The data gathered using the software can be analyzed in detail. For example, a ranking of production managers can be compared with those of their marketing counterparts. Or, another ranking process can be quickly carried out to discover how all team members view the importance of a set of ideas. The flexibility of the ranking tool is key for groups involved in decision making.

During most meetings, participants have an ongoing need to search for and analyze data, and refer to other textual and graphical information. To allow group members to participate in meeting functions and at the same time have access to additional information, each work station runs in a Windows environment. Multiple windows can be running a GroupSystems software tool, a spreadsheet and a text processor concurrently.

The environment can be preloaded to support a specific meeting, and can be used for ad hoc functions. Executives, managers, and professionals in most organizations spend many hours in group meetings. A recent survey of executives revealed that, on average, about seven hours a week are dedicated to these types of meetings. Researchers at the University of Arizona have noted that participants in meetings at their facility (which is similar to the CGS decision room) report savings of up to 50 percent in meeting time. IBM has installed 18 decision rooms in the United States as a result of joint work with the University of Arizona.

The CGS decision room is located in the academic computing building at CGS and is operated by the information science department. For information or comments, readers can contact Professor Lorne Ofman at (714) 621-8320.
Inland Empire Real Estate Market Flattening Out

Mirroring a statewide trend, the Inland Empire real estate market is flattening out, according to Riverside and San Bernardino real estate brokers. But other brokers say the market is doing just fine.

"It's not like last year," said Larry Cabrera, administrator for Help-U-Sell, a real estate company which helps owners sell their homes themselves. "We're having to sell rather than just take orders," Cabrera added.

"A good indication of the market is that some real estate agents are getting out of the business," Calhoon said.

Still, the Inland Empire residential real estate picture is hardly bleak, several people in the industry pointed out. Ira Norris of Upland's INCO Homes said the marketplace is "tough depending on the region." However, Norris reported quick sales for his new Victorville project and continued activity for his other Victor Valley developments.

Joseph Brady, president of Victorville-based BRADCO, said most real estate agents and developers are still very "bullish" about the Inland Empire.

"It has slowed a bit now," said Marie Hempy, broker/owner of Shelter West Realty, referring to the Inland Empire housing market. "But we don't think the market is going to depreciate."

As evidence, she said one of her agents already has managed to rack up $2 million in sales this year. Last year her firm sold three $650,000 homes in Riverside and just sold another recently.

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Lockheed Move to Georgia Influenced by AQMD Enforcement

A Lockheed Advanced Development Co. official said tough state pollution laws are not the main reason the Burbank division is moving some of its operations to Georgia and Palmdale.

However, strict rules enforced by the South Coast Air Quality Management District do represent one factor that played into the decision to move, said Ross Hopkins, Lockheed's public affairs manager in Burbank.

Over the next six years, the Burbank division will move much of its local operations to Georgia, Hopkins said. During the same period, Lockheed plans to move some of its Burbank operations to Palmdale. Lockheed operates a number of divisions in the southland, including one in Ontario, which is independent from the Burbank division and is not connected with the moves.

In Palmdale, Lockheed opened a new building two months ago for some of its classified military programs and is opening another in July. Currently, Lockheed employs roughly 2000 workers in Palmdale, but that number will eventually jump to 5000, Hopkins said.

The move comes at a time the Lockheed division in Burbank is operating at only 30 percent capacity. Lockheed's fortunes parallel a nationwide decline being suffered by defense contractors. And because of that decline, Lockheed and other contractors simply have to cut costs, Hopkins said.

Still, the decline comes at a time when industry-wide rules set by the AQMD makes it even more expensive and difficult for companies to do business, Hopkins said. During the same period, defense contractors are having to consider the cost of meeting AQMD rules.

For their part, AQMD officials are responding to charges that rules are tough and unclear by holding workshops and hearings. The agency recently held public hearings on changes in Regulation XV. That rule requires employers of 100 or more people to submit ride-sharing plans.

At the same time, a myriad of air-quality consultants are lashing out at businesses, warning them they should realize that the AQMD is here to stay.

One such company, Los Angeles-based Technology Place, stated in a public release recently: "Some businesses are running away from it all as suggested by recent relocations of selected aerospace firms or as others are demonstrating by transporting their toxic wastes over the border." The statement was an apparent reference to defense industry companies relocating some or all of their operations in other states.

In response, Bill Kelly, SCAQMD spokesman, pointed out that in light of new regulations, a number of pollution consultants have sprung up and are pitching their service.
<table>
<thead>
<tr>
<th>Company Name &amp; Address</th>
<th>Inland Empire Projects</th>
<th>Total Company-wide Projects</th>
<th>Number Licensed Contractors</th>
<th>Headquarters</th>
<th>Specialties</th>
<th>Clients/Projects</th>
<th>Top Local Execs./Title/Phone</th>
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<td>Yeager Construction</td>
<td>1995 Agua Mansa</td>
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<td>N/A</td>
<td>Riverside</td>
<td>Heavy Construction Highways</td>
<td>Corona Interchange</td>
<td>Jack Yeager President (714) 684-5360</td>
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<td>Oltman’s Construction</td>
<td>10005 Mission Mill Rd.</td>
<td>25</td>
<td>50</td>
<td>Whittier</td>
<td>Office, Medical &amp; Industrial</td>
<td>Pi in S. Rancho Cucamonga, Several Bldgs. for Donnells</td>
<td>Robert Holmes CEO/President (213) 948-4242</td>
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<td>Prizio &amp; Prizio</td>
<td>16480 Harbor Blvd. #101</td>
<td>23</td>
<td>45</td>
<td>Fountain Valley</td>
<td>SuperFlat Concrete Floor Constr., Indus. &amp; Tenant Improv.</td>
<td>Toys 'R Us Bldg., McLaren Pwy Bus. Cnt, Ontario SIC</td>
<td>David P. Prizio CEO (714) 775-3366</td>
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<td>Berry Construction</td>
<td>1921 W. 11th St.</td>
<td>13</td>
<td>28</td>
<td>Upland</td>
<td>Commercial, Schools &amp; Hospitals</td>
<td>Reuben S. Ayala H.S.</td>
<td>Dowlin Berry President (714) 985-9661</td>
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<td>Birchart Construction</td>
<td>701 N. Haven #150</td>
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<td>N/A</td>
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<td>Laguna Niguel Concrete Tilt-Up High Rise Office, Retil, R&amp;D &amp; Manuf.</td>
<td>SM West Coast Dist. Center, Ontario</td>
<td>A. Youngquist President (714) 942-9888</td>
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<td>Commercial/Indust. all phases</td>
<td>YMCA, Harvey Mudd College, So. Cal Center</td>
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<td>Riverside Construction</td>
<td>111 N. Main</td>
<td>12</td>
<td>12</td>
<td>Riverside</td>
<td>Infrastructure</td>
<td>California Comm. Center, Ontario</td>
<td>Charles Harmon President (714) 682-8308</td>
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<td>G&amp;W Builders</td>
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<td>Brea</td>
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<td>Willy Woelk President (714) 529-9935</td>
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<td>Koll Construction</td>
<td>3350 Shelby #100</td>
<td>10</td>
<td>67</td>
<td>Newport Beach</td>
<td>Office/warehouse</td>
<td>Lakeside Tower Project Tri-City</td>
<td>J. Wills President (714) 944-1380</td>
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<td>Near Cal Corporation</td>
<td>1230 N. Blue Gum St.</td>
<td>10</td>
<td>15</td>
<td>Anaheim</td>
<td>Strip Centers Commercial Light Industry</td>
<td>N/A</td>
<td>Jackie Sklar Office Manager (714) 699-7525</td>
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<td>Terre Corporation</td>
<td>1530 Consumer Ctr. #B</td>
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<td>Corona</td>
<td>Industrial Concrete Tilt-Ups</td>
<td>Progressive Wheel Warehouse Riverside</td>
<td>None General Mgr. (714) 744-4230</td>
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<td>At Shankle</td>
<td>1150 N. Richfield Rd.</td>
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<td>45</td>
<td>Anaheim</td>
<td>Concrete Tilt-Ups</td>
<td>Pepper-Coma Plant in Riverside</td>
<td>AJ Shankle CEO (714) 682-0907</td>
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<td>Lusk</td>
<td>2860 S. Santiago St.</td>
<td>6</td>
<td>38</td>
<td>Los Angeles</td>
<td>Commercial, Tilt-Up Parking Structures</td>
<td>Commer. Bld. Haven &amp; Arrow Rancho Cucamonga</td>
<td>Charles Nelson Vice-President (714) 944-9260</td>
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<td>Inland Contractor</td>
<td>254 W. Stuart Ave.</td>
<td>5</td>
<td>5</td>
<td>Redlands</td>
<td>Commercial Const.</td>
<td>San Bernardino Serv. Ctr of SC Edison Co.</td>
<td>George Fikrle President (714) 793-3261</td>
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<tr>
<td>Turner Construction</td>
<td>575 Anton Blvd. #750</td>
<td>5</td>
<td>1,150</td>
<td>New York</td>
<td>Commercial, Indus. Health Care, Structural Steel</td>
<td>Kaiser Phase V Expansion, Fontana</td>
<td>Ed Qumby Vice-President (714) 557-0404</td>
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<tr>
<td>Costa Mesa</td>
<td>2995 East Main</td>
<td>5</td>
<td>20</td>
<td>Irvine</td>
<td>Concrete Tilt-Up Design build</td>
<td>Mont. Ward Dist. Center</td>
<td>Lloyd Ross President (714) 474-2300</td>
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<tr>
<td>Photography</td>
<td>3302 A Durhart St.</td>
<td>5</td>
<td>5</td>
<td>Riverside</td>
<td>Concrete Tilt-Up Mid-rise office</td>
<td>St. George Tokai Building, Fontana</td>
<td>Dave Faggin Exec. V. Pres. (714) 684-2820</td>
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<tr>
<td>Snyder Langston</td>
<td>3392 S. Bordeaux Dr.</td>
<td>4</td>
<td>30</td>
<td>Irvine</td>
<td>Diversified</td>
<td>Fwy Showrooms San Bernardino Mission Sq. Riverside</td>
<td>Wayne Edwards Const. Mang. (714) 369-7140</td>
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<td>Kaiser Corporation</td>
<td>27400 E. 5th St.</td>
<td>1</td>
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<td>Highland Concrete Paving 1-5, 1-065 Interchange O.C.</td>
<td>Bob Ferguson President (714) 854-4813</td>
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<td>Swinerton &amp; Walberg</td>
<td>680 Wiltshire Place</td>
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<td>10</td>
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<td>Los Angeles Commercial Dept. Delta Airlines Oasis Terminal LAX</td>
<td>Donald Leyman Exx. V.P. (213) 388-3900</td>
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What's It All Worth?  
Appraising You On Appraisals  
by Rick Lamprecht

"How do I know I'll get enough for my business if I sell it?"  
"What is a fair price for the business I'm thinking about buying?"

"If my business partner should become disabled or dies, how would my cost to buy his shares from his family?"  
"If I should die, how much must I insure for so my estate doesn't all go towards taxes on the gain in business value?"

Important questions? You bet. They've all been asked by each of us who owns a business.

Business values are determined through a formal process of valuation performed by a qualified business appraiser.

"If you are a party to a buy/sell agreement, you are relying on the accuracy of the value placed upon your business interest," said Eli Yorba, President of Covina-based Acquisition and Appraisal Co.

Business values are determined through a formal process of valuation performed by a qualified business appraiser. Both the buyer and the seller in a buy/sell agreement are relying on the value placed upon the business.

To assure of the fairness of the transactions, this could provide potential available purchase offers from heirs in the event they are dissatisfied with the transaction price.

The appraiser should be a business professional who you feel confident will be available should you require assistance in court testimony ... and you just might. A word of caution from Mr. Yorba: not all appraisers and appraisal processes satisfy the IRS; the IRS has its own guidelines regarding the methodology used to determine fair value. The IRS is interested in taxing the transaction fairly ... no more, no less.

There is no one formula or method for determining business value. This is because no one formula or method can fairly value all businesses. Each business and the industry it serves are unique. The American Society of Appraisers and the Institute of Business Appraisers have guidelines helpful in making business appraisals. They can also provide names of qualified appraisers in your area who have met stringent requirements.

The IRS provides guidance to appraisers and business owners through revenue ruling and code sections.

The most widely used revenue ruling is 59-60. It states a sound business valuation must describe all available financial data in addition to all relevant factors such as business history, outlook, financial condition, earnings and dividend capacities, intangible value, and the price of comparable transactions.

The value of most businesses change from year to year, with the value hopefully increasing. Therefore, business valuation should be updated every 12 to 24 months using recognized methods of determining valuation.

Rick Lamprecht is the CEO of businessVISION, a management consulting firm that provides "business doctoring" and performance turnarounds. For reader comment, contact Mr. Lamprecht at (714) 855-6060.

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Ontario Getting Serious About Its Airport

Howard Snider stood up at Ontario's city council chambers, looked around at the audience of about 50 and smiled. He said, "I'm happy to be here." The white, gray-haired mayor recognized many of the faces from countless council meetings and public hearings. He greeted many by first name and encouraged them to come up and speak. Saye for a 12-year hiatus, Mayor Snider has been involved in Ontario city politics for most of his life.

And tonight was no different. It was just one more meeting — a public hearing — about a subject the mayor has made a personal mission: the fate of the Ontario International Airport.

That airport is under the control of the Los Angeles Department of Airports (DOA), which also operates LAX as well as the massive Inland Empire landfills and Van Nuys. It has been that way for 21 years.

In 1967, the department and the city of Ontario signed an agreement that gave the DOA control of Ontario Airport. One of the signatories of the contract was Snider, who was also Ontario mayor at the time. Snider, and at least some of Ontario's leaders, want the airport back.

DOA officials counter that while 2.5 million is the "convenient and comfortable capacity," airport staff is managing fine in serving more than twice that many.

"We're Coping"

DOA officials deny those charges. In fact, they say they can handle the current number of passengers that pass through each year.

"We're running at a clip that would put us at about 5.5 million annual passengers this year, which is substantially over our comfortable and convenient capacity of about 2.5 million," said Michael DiGirolamo, Ontario's airport manager. "That is one million more passengers than they can handle the current number of passengers that pass through each year.

"In other words, the airport terminal works the best when no more than 2.5 million people use it per year. But we're coping."

The DOA has committed itself to beginning construction of a new terminal by 1991. During an extensive interview with the Journal, DiGirolamo said there are three reasons why the DOA has not yet started building a new terminal:

Initially, the airlines "dragged their feet," he said. Later bureaucrats in Sacramento, who "wanted cleaner air," slowed down the process. Then Chino began complaining that it wanted quieter planes and has also threatened a lawsuit.

"I think we've basically got all those problems solved," DiGirolamo added, the airport will expand to where it can handle up to nine million passengers annually. (That figure, incidentally, would still put Ontario's annual passenger count under one million above what John Wayne expects to handle after its expansion is complete.)

Ontario expansion plans call for an eventual increase in terminal space to 550,000 square feet, compared to 69,000 square feet today, DiGirolamo said. The DOA is ready to spend an estimated $225 million for the expansion, he added.

Currently, 10 major passenger airlines and several freight operators serve Ontario Airport, DiGirolamo said.

Stepping into the Ontario debate, Chino officials said they do not want to slow down the airport's planned expansion. They just want to protect rights they said they may lose as expansion plans make their way through the court process.

The purpose of Chino's threatened lawsuit would be to challenge a noise compatibility study adopted by the DOA's CAB on May 9, 1989. Chino city attorney Jimmy Gutierrez. The lawsuit would involve a set of complicated noise and environmental standards.

Put simply, however, Chino wants to make sure that the DOA performs a sound environmental impact report and that quieter planes use Ontario.

Money is Key

One major issue that the whole debate may eventually hinge upon is money. Both sides are asking questions such as: How much should Ontario pay if it bought the airport? How much profit did Ontario make on its initial purchase? How much does the airport make now?

The DOA's executive director, Clinton A. Moore, has been discussing the issue at public meetings. Moore contends that the DOA has been making a huge profit on Ontario, but has failed to pump the money back into the airport in the form of improvements.

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The Palm Springs City Council is expected to vote in September on whether to approve development of an auto raceway that could generate $100 million per year for the economy of the Coachella Valley. Though plans for the Palm Springs International Raceway include a driving school and automobile museum, most of the economic impact will come from the eight major racing events the raceway expects to host each year. Major events are those sanctioned by national racing organizations such as CART, NASCAR, IMSA and SCCA. They typically attract an average of 50,000 spectators. For the Coachella Valley, this would translate to about 400,000 more visitors each year to the area. Palm Springs has a budget deficit for the past four years, and the city has been using up reserves quickly. According to a report issued by the city manager in early June, the city faces a deficit of $1.7 million in 1990-91. He said the city will run out of reserves in fiscal 1991-92 and be forced to cut services unless additional tax revenue is found. The raceway would be the largest single new tax revenue source for the city, with the potential to generate $2.2 million annually.

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The business community supports the raceway, which has been endorsed by nearly every local business group or association.

QUICKTAKE

Del Webb Submits Plan For Adult Community

Del Webb Corp. has submitted its specific plan application for an adult community in the Coachella Valley to the Riverside County planning department. The plan calls for Del Webb's Sun City in the Palm Springs area to be a 1,574-acre site in an incorporated portion of Riverside County, north of the community of Bermuda Dunes. It will be bordered by Interstate-10 on the south and Washington Street on the west. The plan calls for approximately 5,800 residential dwelling units, two golf courses and two recreation/community centers. The plan also includes acreage for commercial development such as financial, medical and professional services, religious and retail facilities. "Our intention in filing now is essentially to 'start the clock' on the entitlement process," Frank Pankratz, Del Webb's senior vice president said.

What Is A Foreign Trade Zone?

by Silvia N. Marín-Enazar

Federal law authorizes the creation of foreign-trade zones, the functional equivalent of what other countries call "free-trade zones." For certain businesses, FTZs can help reduce the cost of doing business in the United States. Generally, an FTZ is a warehouse or plant located near a U.S. Customs port of entry. Foreign or domestic goods may enter an FTZ without paying Customs duties or excise taxes. While in the zone, the merchandise may be stored, tested, sampled, relabeled, repackaged, displayed, repaired, manipulated, mixed, cleaned, assembled, manufactured, salvaged, destroyed or processed without incurring any duty or excise tax. Although goods may not be sold while they are in FTZ, they may be exhibited to potential buyers.

FTZs may also be used to reduce the impact of import quotas by either storing merchandise in the zone until a quota on entry is removed or by manufacturing in the zone a product which, although containing a part subject to a quota, is not itself subject to such quota.

Other advantages provided by FTZs include:

• Payment of Customs duties are deferred until the merchandise enters the Customs territory, thus giving businesses an additional source of cash flow while the merchandise is stored in the FTZ.
• Imported goods stored in the zone and which are to be re-exported from the zone do not pay Custom duties.
• In the case of products manufactured in the zone, there is the option of paying the duty either on the components, the finished product, or both. In many cases, the duties on the finished product are less than those on the components themselves.
• No duties must be paid on products which are destroyed, damaged or become defective while in the FTZ.
• The cost of insurance premiums is reduced.
• Exemption from state inventory taxes, and state and local ad valorem taxes is given to goods in the zone.
• Goods may be stored in an FTZ indefinitely or until better market conditions are met.

FTZs are under the supervision of a district director (who is a local representative of the Foreign-Trade Zone Board) and the U.S. Customs Service. The district director is charged with the issuance of permit concerning the admission, handling, disposition and transfer of the merchandise entering or exiting an FTZ. The U.S. Customs Service has access to the zone and upon the request of the district director, may supervise any transaction or procedure within the zone. FTZs operate as public utilities, which means that all services and facilities must be open to all who apply. Rates and charges for services, rendered by an FTZ, must be filed and approved by the Foreign-Trade Zone Board. The Board is the governmental entity which oversees FTZs. The Board consists of Secretary of Commerce, the Secretary of Treasury and the Secretary of the Army.

Subzones

In addition to the designated general purpose FTZs, manufacturers may also seek a "subzone" status from the Foreign-Trade Zones Board of the U.S. Department of Commerce.

Subzones are special purpose zones established as part of a zone project for a limited purpose which cannot be accommodated within an existing zone. A subzone enables a firm to utilize its own facilities or plants to manufacture, assemble and repackage its own goods. While the goods are in the subzone, they are deemed to be subject to U.S. Customs controls and record-keeping requirements. The foreign trade zone status of about 1,500 acres in Ontario's California Commerce Center is opening up doors for international business opportunities in the Inland Empire.

BMW of North America Inc., which houses a parts distribution center in the master-planned business community, typifies the growing number of international companies attracted by the tax savings afforded by foreign trade zone status.

Silvia N. Marín-Enazar is an attorney practicing corporate international transactions.
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The Magic of Sonoma County

by Jim Johnson

The magic of Sonoma County begins only 30 minutes north after you cross San Francisco's Golden Gate Bridge. As U.S. 101 crests Burdell Mountain, north of Novato, all of Sonoma County lies ahead. To the right, past the Mission San Francisco Solano on Sonoma Plaza, the Mayacamas Mountains run beside Jack London's legendary Valley of the Moon. And ahead, behind solitary Sonoma Mountain, you can almost see the city of Santa Rosa. On the left, the Santa Rosa plain stretches westward to the Pacific Ocean at Bodega. In the far distance, often obscured by the morning mists or afternoon haze, lie the hills and mountains of Alexander Valley, and the redwood forests that line the Russian River. Toward to the sea. Towering Mount St. Helena, surrounded by the geothermal steam plumes of the Geysers, mark the northern tip of the county.

You're on the threshold of one of the world's most important grape growing and wine producing regions, where carefully cultivated vineyards share the land with thriving cities and towns, winding rivers, giant redwoods, rugged ocean coastline, soaring hillside and fertile valley. You're in the wine county of Sonoma County, where each year over 100,000 tons of grapes are grown on nearly 30,000 acres to make bottles of the finest premium wine in the world. The magic of Sonoma County comes from many sources, but the magic of its wines come from diverse soils and microclimates.

The success of the Sonoma County wine industry is based on more than a century of hard work and a traditional pride in the agricultural heritage. Current world status as an intriguing, diverse and burgeoning premium wine producing region is tied directly to the history of Sonoma County. Native Americans, Russian trappers, Spanish Franciscans, Mexican colonialists and American adventurers led the way for the development of Sonoma County as a horticultural paradise. A Hungarian nobleman, Count Agoston Haraszthy, mixed European vines with the native grapes to create the birthplace of the California wine industry in Sonoma County. The wine industry is rich in history. Europe gave Sonoma County not only its finest vines but many of its most talented winemakers.

After Prohibition and World War II, a new breed of vintners—businessmen, artisans, industrial leaders—joined established family-owned wineries to build more wineries, large and small, scattered throughout the hills and valley of Sonoma County. They worked together, studied and learned, to turn Sonoma County's quality grapes into Sonoma County wine.

The wineries of Sonoma County number over 125 today, and new ones spring up almost monthly. These wineries are diverse as the soil and the climate: restored barns, replicas of French Chateaux, rebuilt hop kilns, renovated stone buildings, modern redwood structures.

Most of these wineries are open to you every day, or by appointment throughout the year. Some are world-famous, giant complexes that loom from a nearby hillside. Others are hidden in the lush valleys, towering forests and rolling hills—hidden in breathtaking landscape.

Come to Sonoma County in any season, and you will experience a difference...from the summer lushness of heavy grapes growing plump and sweet under brilliant Pacific sun, to the fall colors when the heavy fruit aroma of "the crush" hangs over the county's harvest season, to unique California winter when frosty mists crown the green hills and mountains and the pruned vines waiting and sleeping before their annual rebirth of new green leaves and spring clusters of tiny wine grapes.

Like the earth, the wine country is replete with change and growth and rebirth. The wet winters produce lush green hillsides that contrast with the stark bareness of empty trees and vines. The warming sun of spring stirs the buds and flowers into almost overwhelming explosions of color. The dry summer sun matures the grapes and seasons the grassy hills into nature's own champagne. Through all the seasons, the wine country hums with activity. And in northern California the enjoyment of premium wine is as all consuming as the continuous process of growing grapes and making wine. Wine tastings grace every part of Sonoma County life, from art shows, bank openings to weddings, canoe races to marathon runs.

For Sonoma County wine country is more than just good wine and breathtaking scenery... it is the heart and spirit of the people who produce wines which will be appreciated for generations.

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There are a number of steps a business executive should take in planning a successful meeting. Here are ten tips on how to organize one.

1. Have a budget in mind as to how much money your company can spend. Make sure you let the sales/catering manager at the hotel know what your budget is up front so you don’t waste time arranging a meeting you can’t afford! Choose a hotel where the sales/catering manager is flexible and willing to work with you to arrange a meeting within your budget.

2. Choose a hotel that is convenient for the attendees. For example, if the guests are flying in from out of town, choose a hotel close to an airport that provides a complimentary shuttle service. You may also want to choose a hotel close to car rental agencies or one that has an agency on the property.

3. If possible, take a tour of the hotel before setting up the meeting. All hotels have different types of amenities. Look at meeting space, sleeping rooms, suites, restaurants, bars, recreational facilities, the pool, etc.

4. Meet with the sales/catering, banquet and restaurant managers beforehand. Go through the details of the meeting from start to finish. All questions and concerns should be discussed.

5. Choose a hotel that your guests will find comfortable and enjoyable. Look for features, such as an athletic club, pool, spa, tennis and basketball facilities, gift shops, etc. This is especially important when guests are bringing their spouses and children. Plan entertainment for spouses and children while business meetings are being held.

6. Choose a hotel that provides a variety of dining and drink selections such as lobby bar, fine dining, lounge and deli. If the guests will be staying for a few days, they won’t want to be restricted to just one type of food or dining environment.

7. Be specific in your audiovisual needs and select a hotel that can accommodate them. If possible, choose a hotel that has an audiovisual company right on the property. This will be much more convenient if you have last minute changes or any problems. Remember that having proper audiovisual equipment can make or break the meeting.

8. If you aren’t sure what technical equipment you need, don’t guess. Speak with the hotel’s audiovisual director.

9. Be specific about the exact set-up of your meeting. Meeting planners can’t read minds. They can usually sketch your ideas from the sales/operations staff, if the room is not set up before they arrive.

10. Overall, communication between the meeting planner and the sales/catering manager is key. Stay in touch with each other while planning and build a good rapport. Be straightforward and detailed in all your needs.

New technology now makes laptops much easier to use while away from the main office, according to an article published in a national computer magazine. New developments in standard data, MNP, fax and cellular modems and adapters make it far easier to connect a laptop with the office computer system, according to the article which appeared in the June issue of Personal Computing, a monthly magazine aimed at business professionals who use personal computers. The article examined new developments in standard data, fax and cellular modems. It even covered ways in which modems can be connected to the office via radio.

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Joint Venturing Provides A Way For Small Land Owners To Develop Their Properties

By Joseph W. Brady

As land prices continue to skyrocket, joint ventures may be a solution for the Inland Empire landowner who wants to develop his property but lacks the money or skill to do it.

Land prices have doubled and tripled during the past few years. Coupled with the savings and loan crises, greater equity requirements being placed on developers by banks, joint venturing is a good alternative for builders and landowners. It allows the builder to move forward with projects and the landowner to make more money on his property.

In a joint venture, the landowner contributes the property while the developer brings in expertise and financing. Joint ventures can be accomplished using small properties, but generally involve parcels of 20 acres or more.

Here's how it works:

Say John and Mary Doe own 40 acres of prime development land, potentially zoned for 160 single-family lots. The land in its current state, without approvals, is worth $40,000 per acre. If the Does sell it, they would receive $1.6 million.

Rather than selling the property, though, the Does decide to look at a joint venture. They agree to put the value of the property in the partnership at fair market value on an approved "tentative map/lot." What this term refers to is the price per lot of the property -- $18,500 a piece -- after officials approve a subdivision map.

Once officials approve the subdivision map, the Doe's land is worth $2.96 million, quite a jump from the $1.6 million they would have gotten if they sold the land without developing it. A little simple math shows the Does have increased the total value of their land by more than $1.3 million -- all because they threw in their lot with a developer.

(For the Does to realize this higher profit, however, they would incur certain increased processing costs.)

On the other hand, the Does now share the risk with the developer if the project is not approved. Not all joint ventures are successful, but doing your homework upfront with a seasoned developer can minimize risk.

Land development has become a very complicated business which requires a strong sense of timing and a good team with the ability to work with cities and counties to bring a project to fruition. Slow growth issues, lack of financing, water shortages and traffic congestion have made land development a full-time business.

In many cases, the landowner does not have the resources to bring a property to its highest and best use and would not receive top dollar. But a well-funded joint venture partner supplies staying power, a key element during economic downturns.

Before entering into a joint venture, a landowner should review the builder's resources, the scope of its team, its financial capabilities, track record, references and success rate in similar joint venture projects.

A developer's track record should include several successful such joint ventures. Checking out a developer is probably the No. 1 priority before entering into a joint venture relationship. Successful developers are proud of what they have accomplished and glad to supply the information. For a joint venture to work, the Does must trust their developer and visa-versa.

There are also benefits to the developer in a joint venture.

With the current state of confusion in the lending arena, the long periods of time required to obtain approvals, developers are finding it easier to obtain financing for projects when a landowner puts up the property. When developers do not have to buy land, they do not have to come up with as much cash. And they are free to spend their money on the long and costly process of obtaining approvals and construction financing.

Depending on how the partnership is structured, the developer may not have to pay debt service on the land after construction starts. This is important during a slow market.

Joint ventures can be rewarding and are more complicated than straight land sales, but they require landowners to fully understand the development process. Landowners can reap greater profits, but they must be patient during times of uncertainty.

In any joint venture, no matter what the property size, each party has to bring something to the table that the other lacks.

Joseph W. Brady, president of BRADCO Development Co. in Victorville, assists landowners and developers with land brokerage and joint venturing services in the Victor and Antelope valleys.
S. Steven von Rajca has been named First Vice President and Manager for the Redlands Offices of Community Bank. A native Californian, von Rajca (pronounced von Reich), graduated from high school in Concord and received a baccalaureate degree from St. Mary’s College of California, in Business and Economics. He entered banking in 1977 with a major California bank. He progressed through management positions to the divisional level and served as a product manager and marketing officer. Most recently, he served as manager of their Palm Springs office. Von Rajca is a past member of the Board of Directors for the Moraga Chamber of Commerce and has been a member of Rotary International. He is married and the father of four children.

San Antonio Community Hospital (SACH) has appointed registered nurse Mary Ann Sharp as the nurse manager of ambulatory care and urgent care of the Rancho San Antonio Medical Center, an outpatient facility which recently opened in Rancho Cucamonga.

Sharp has been the head nurse of the operating room at SACH for five years and has been on the quality assurance, policy and procedure, and career ladder committees. Sharp was also a vice president of the association of operating room nurses, east San Gabriel chapter.

Elaine E. Hill has joined the Palm Springs office of Best, Best and Krieger. Hill was formerly associated with Holland & Hart in their Denver office where she practiced in the areas of business and bankruptcy.

Kenneth R. Weiss has joined the firm’s Riverside office.

Weiss was formerly associated with Bowie, Arneson, Kadi & Dixon where he practiced in the areas of municipal and public finance law.

Peter Mark Barmack has joined the firm’s Ontario office.

Barmack was formerly associated with Gresham Vaner Savage Nolan & Tiden in San Bernardino; Covington & Crowe in Ontario and with the Treasury Department, Internal Revenue Service. Barmack practices in the areas of business, real estate and tax.

Henry J. "Hank" Hohenstein, representative of the Building Industry Association Riverside County Region Desert Council, announced that Frank Pankratz has been appointed to the Building Industry Association’s board of directors. The announcement was made at the organization’s monthly meeting held June 13 at Palm Valley Country Club, Palm Desert.

The meeting was attended by approximately 195 BIA members, guests and others. BIA directors each serve a two-year term. Other current board members are Thomas F. Schmidt, president; Michael A. R. L. "Larry" Tartaglino; James H. Price; David Sain; Diane Blew; Jack S. L. "Larry" Spar; Diane Blew; Jack L. Corkill; Phillip L. Smith; Jack L. Corkill; Phillip K. Smith Jr.; Susan Tartaglino; James H. Price; David Schweickert; Joseph A. Sain and Bruce Malo.

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It's time for Ontario to take back its airport.

As if that isn't enough, Ontario is generating a lot of profit that does not seem to be going anywhere. Clearly, the Ontario issue has been getting lost in Los Angeles' slow-moving bureaucracy.

Some have been urging Ontario to sue the DOA over alleged breaches of contract that have occurred during the last 20 years. But Ontario is not likely to win such a long, and costly battle. It would make a fool of itself even trying. In fact, Ontario may have already given up any rights to bring suit against the DOA.

That is, there is a legal way for Ontario to take control of the airport and ensure it supports the county. It's time for Ontario to take back its airport.

This eminent domain/redevelopment strategy has been used successfully several times: San Bernardino County recently used it to generate funds, Ontario could pick a spot on the airport land that might be able to do the same. In Ojai, a redevelopment project has been underway for a few years. Incidentally, to generate funds, Ontario could pick a spot on the airport land that might be able to do the same.

According to several lawyers we have talked to, Ontario could, under redevelopment law, legally repossess the land because of its condition of blight and because of the fact that it could be used for public safety or other significant purposes.

Besides the land, the Airport Commission has suggested, under a joint powers board made up of representatives of cities in the area and the county. This eminent domain/redevelopment strategy has been used successfully several times...

California often sets the nation's trends. So just after the polls closed June 5, and tax and bond propositions had passed, the TV news showed a proclamaing the "death of the tax revolt." Well, perhaps. Tax revolts are cyclical, recurring features of American history. The first tax revolt was in 1776. It is not a stretch to see a tax revolt anytime there is an economic downturn. In my opinion...
Critical Thinking In Education: How Schools Can Better Prepare Students For The Business World

by Ed Pelz
Superintendent of Mountain View School District, Ontario

The Mountain View School District has signed an agreement with the city of Ontario Police Dept. to teach the Drug Abuse Resistance Education program (DARE) in our schools for the coming school year. This is an educational program in which police officers are selected on the basis of how effectively they can work with students, and then they are given an intensive two-week program by the LAPD on the elements that make up the DARE program. These officers will then teach in our schools regularly.

The most important phase of the program is that students will be learning at an early age to make rational and informed choices in their daily lives. These choices not only concern the use of drugs, but decisions regarding relationships in and out of school.

I have seen this training program in action, and I am very impressed with the variety of teaching techniques used to create a student's sense of trust and sharing with the police officers as well as the other students in class.

I believe the DARE program represents the most effective use of personnel and resources in fighting drug abuse today. When you consider that over 75% of all crimes committed today are drug

more emphasis on critical thinking and problem-solving skills. Occupational skills and positive work habits will become an integral part of the curriculum.

On April 17th of this year, the Ontario City Council approved a $276,000 grant for the DARE program, and the students will then move more closely with the business community and city agencies. Business leaders are insisting on sweeping changes in our educational system. They are more than willing to train their employees.

In addition to teaching and reinforcing core academic skills, educators will be placing a greater emphasis on critical thinking and problem-solving skills. Occupational skills and positive work habits will become an integral part of the curriculum.

The success of the educational programs in our district (kindergarten through 8th grade in a district of 2,500 students) is due to many factors. One of the most important reasons for our success is that we teach self-esteem and responsible citizenship. Studies indicated that high self-esteem is the single most important ingredient for success in life.

People with high self-esteem reach out to produce more. They solve problems instead of worrying about them. Honoring students for being responsible citizens at school will hopefully translate into responsible citizens at home. Students must be responsible about their work ethics, families and choices they make in life.

We also emphasize a strong writing program in our school district beginning at the kindergarten level. Writing combines a number of elements that incorporate critical-thinking skills. The student must organize his thoughts in such a way as to effectively communicate his ideas, thoughts and feelings.

Another contributing factor to our high achievement is that we recruit outstanding personnel. Then we stay by giving them recognition and assistance every day.

Other areas include involving parents at all grade-levels, offering training seminars for staff and giving principals more independence to run their schools.

Our lottery funding is spent on student programs. Changing technology, social values, demographics, occupational and economic trends will continue to place a heavier burden on the educational system. We must accept these changes as challenges and strive to meet the needs of our students.

Our district population has increased by twenty-fold in less than ten years. We have had to be innovative in providing school facilities, talented and committed personnel for specialized programs and an expanded curriculum.

We have retained our identity as a school district with pride in our accomplishments. Superintendents and school boards must take calculated risks. You can not afford to stand pat because if you do, you lose.
The Largest Travel Agencies In The Inland Empire
Listed by Inland Empire Corporate Accounts

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Name &amp; Address</th>
<th>Staff</th>
<th>1989 Sales (in 000)</th>
<th>Mix Corporate Leisure</th>
<th>Systems</th>
<th>Specialties</th>
<th>Top Local Executive Name, Title, Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Anderson Travel Service 700 E. Tahquitz Way Palm Springs, CA 92262</td>
<td>25</td>
<td>WND</td>
<td>90% Leisure 10% Corporate</td>
<td>Sabre</td>
<td>Full Service</td>
<td>Louis Anderson Owner (619) 325-2001</td>
</tr>
<tr>
<td>2</td>
<td>Travel By George 4100 Central Ave. Riverside, CA 92506</td>
<td>21</td>
<td>$9,000</td>
<td>15% Leisure 85% Corporate</td>
<td>Sabre</td>
<td>Full Service</td>
<td>Nevin Bardia Owner (714) 683-6271</td>
</tr>
<tr>
<td>3</td>
<td>Corporate Travel Services 9155 Archibald Ave. Ste. G Rancho Cucamonga, CA 91730</td>
<td>15</td>
<td>$6,000</td>
<td>85% Corporate 15% Leisure</td>
<td>Apollo, PARS, Sabre</td>
<td>Corporate Travel Management</td>
<td>Brian Hurley V.P./Regional Manager (714) 987-2550</td>
</tr>
<tr>
<td>4</td>
<td>Corona Travel Service 400 S. Ramona Corona, CA 91718</td>
<td>14</td>
<td>$5,750</td>
<td>60% Leisure 40% Corporate</td>
<td>Sabre</td>
<td>Full Service</td>
<td>Teresa Costa Owner (714) 737-7000</td>
</tr>
<tr>
<td>5</td>
<td>Uniglobe Crown Travel 268 W. Hospitality Ln. #109 San Bernardino, CA 92408</td>
<td>12</td>
<td>$5,000</td>
<td>80% Corporate 20% Leisure</td>
<td>Apollo</td>
<td>Full Service</td>
<td>John Schutz Owner (714) 370-2000</td>
</tr>
<tr>
<td>6</td>
<td>Mega Travel, Inc. 268 N. Lincoln St. 1 Corona, CA 92870</td>
<td>12</td>
<td>$4,900</td>
<td>100% Leisure</td>
<td>Full Service</td>
<td>Jeannette Cox Owner, Rosemary Uechs Co-Owners (714) 371-6342</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Tradewind Cruise &amp; Travel 73425 El Paso Dr. Ste 24A Palm Desert, CA 92260</td>
<td>11</td>
<td>WND</td>
<td>N/A</td>
<td>N/A</td>
<td>Cruises</td>
<td>Pat Pazzner Owner (619) 340-1111</td>
</tr>
<tr>
<td>8</td>
<td>American Heritage Travel 3764 Ninth Street Riverside, CA 92501</td>
<td>11</td>
<td>$4,750</td>
<td>N/A</td>
<td>N/A</td>
<td>Full Service</td>
<td>New Owner (714) 683-5801</td>
</tr>
<tr>
<td>9</td>
<td>Jones Travel, Inc. 615 West Foothill Blvd. Claremont, CA 91711</td>
<td>11</td>
<td>$3,657</td>
<td>65% Leisure 35% Corporate</td>
<td>Apollo</td>
<td>Full Service</td>
<td>Patrick Jones President (714) 624-1675</td>
</tr>
<tr>
<td>10</td>
<td>Tulip Travel of Chino 12409 Central Ave. Chino, CA 91710</td>
<td>10</td>
<td>$5,300</td>
<td>80% Corporate 20% Leisure</td>
<td>Datas Plus Full Service</td>
<td>Case Zwart Owner (714) 591-3881</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Roadrunner Cruises &amp; Travel 74075 El Paso Ste. C1 Palm Desert, CA 92260</td>
<td>10</td>
<td>$5,100</td>
<td>WND</td>
<td>Pars</td>
<td>Cruises</td>
<td>Ron Rickert President (619) 346-5665</td>
</tr>
<tr>
<td>12</td>
<td>Uniglobe Regency Travel 9227 Haven Ave. Ste. 120 Rancho Cucamonga, CA 91730</td>
<td>10</td>
<td>$5,000</td>
<td>88% Corporate 12% Leisure</td>
<td>Apollo</td>
<td>Corporate Travel Management</td>
<td>Jim Roberts President/Owner (714) 941-1122</td>
</tr>
<tr>
<td>13</td>
<td>Uniglobe Maxima 3711 Main Street Riverside, CA 92501</td>
<td>8</td>
<td>N/A</td>
<td>90% Corporate 10% Leisure</td>
<td>Apollo</td>
<td>Corporate Travel Management</td>
<td>Peggy Norton Owner (714) 784-9420</td>
</tr>
<tr>
<td>14</td>
<td>Smoke Tree Travel 1729 E. Palm Canyon Palm Springs, CA 92262</td>
<td>7</td>
<td>N/A</td>
<td>70% Leisure 30% Corporate</td>
<td>Sabre</td>
<td>Full Service</td>
<td>Sandy Blankenship Owner (619) 327-1428</td>
</tr>
<tr>
<td>15</td>
<td>Redlands Travel Service 219 E. Olive Redlands, CA 92373</td>
<td>6</td>
<td>N/A</td>
<td>75% Leisure 25% Corporate</td>
<td>Apollo</td>
<td>Full Service</td>
<td>Mona Bopnell Owner/Manager (714) 392-8100</td>
</tr>
<tr>
<td>16</td>
<td>Ask Mr. Foster/Bonnie's 24467 Sunnymead Blvd. Moreno Valley, CA 92388</td>
<td>5</td>
<td>N/A</td>
<td>75% Leisure 25% Corporate</td>
<td>System Cruises/Tours</td>
<td>Michelle Eno V.P./Manager (714) 924-5431</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Rancho Travel Inc. 27401 Ynez Road Temecula, CA 92590</td>
<td>5</td>
<td>$1,250</td>
<td>80% Leisure 20% Corporate</td>
<td>Sabre</td>
<td>Full Service</td>
<td>Susan Cohen Owner (714) 676-4141</td>
</tr>
<tr>
<td>18</td>
<td>Bicknell Travel 27710 Jefferson Ave. Ste. 203 Temecula, CA 92590</td>
<td>3</td>
<td>WND</td>
<td>50% Leisure 50% Corporate</td>
<td>System 1 Business</td>
<td>William Bicknell Owner (714) 676-6889</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Las Palmas Travel 403 N. Palm Canyon Dr. Palm Springs, CA 92262</td>
<td>2</td>
<td>$2,000</td>
<td>100% Leisure</td>
<td>Sabre</td>
<td>Tours/Cruises</td>
<td>Johny Johnson Owner (619) 325-6311</td>
</tr>
</tbody>
</table>

N/A = Not Available
WND = Would Not Disclose

Note: The information in this list was supplied by the companies themselves polled from a list provided by the American Society of Travel Agents, San Diego Office. Some companies did not respond to the poll. The survey was conducted the week of June 19.

Agencies are listed based on total Inland Empire staff.

To the best of our knowledge, this information is accurate as of press time. While every effort was made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send any corrections or additions on company letterhead to Inland Empire Business Journal, 245-A 7, Fischer Ave., Costa Mesa, CA 92626.

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SBA Lending Grows In The Inland Empire

by Steve Waddell
Director, Santa Ana Small Business Administration Offices

The Small Business Administration this year will make twice as many loans to Inland Empire businesses as it did in 1988. In 1988, the SBA provided guarantees for about 100 loans totaling over $20 million in the Inland Empire. This year over 200 Inland Empire businesses will receive more than $64 million in loans. Barring a major downturn in the national economy, SBA lending will continue to grow dramatically for the foreseeable future in San Bernardino and Riverside counties.

While most of the SBA's cooperating lending institutions are headquartered in Orange, Los Angeles or San Diego Counties, many have offices in the Inland Empire. Because it is important to have locally based banks involved with the SBA program, the SBA is very interested in inquiries from Inland Empire lenders.

A list of institutions active in SBA lending is available at the SBA office in Santa Ana, which can be reached at (714) 835-2494.

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Robert O. Marocco joins Bolton & Co.

Robert O. Marocco has joined the Palm Desert office of Bolton & Co., one of California's largest commercial property/casualty brokerage firms, as account executive.

Prior to joining Bolton & Co., Marocco was president of Asset Risk Management, Inc., in Santa Rosa, California, where he handled various aspects of risk account management. Previously, Marocco was president of Wilkey & Marocco, Inc., also located in Santa Rosa.

Local Architect Appointed To State Advisory Board

Gary L. McGavin, AIA, has been appointed to the State of California Advisory Board for review of the School Field Act. McGavin, a project director for HMC Group, an Ontario-based architectural firm, is a long-time resident of Riverside.

The Field Act is the law enacted shortly after the Long Beach Earthquake of 1933, for earthquake-resistant designs of schools and hospitals. McGavin is qualified for the Advisory Board in that he is educated as both an architect and geologist. He has taught geology at the college level, specialized in the design of school facilities for more than 10 years, and has been the author of many technical works on earthquake design including a textbook published by John Wiley and Sons, Inc., on "Earthquake Protection of Essential Building Equipment."

UCR's Business Research Bureau Conducts Tyler Mall Marketing Study

The University of California Riverside's Business Research Bureau is conducting a marketing study for Tyler Mall to determine customers' shopping habits and what additional services they desire from a super regional shopping facility. The mall, undergoing an expansion that will nearly double its size, plans to add a Nordstrom Department Store and about 100 additional specialty shops.

The study is being conducted by M.B.A. students at UCR under the direction of UCR faculty members Walt Henry and Abhik Roy. They will collect information by conducting telephone and in-person mall surveys to determine consumers' shopping habits and identify additional retail products and services they would like to see in the mall.

Established in 1987, the Business Research Bureau links the resources of the Graduate School of Management at UCR to the actual needs of business.

Carliene Danielsen Named Chairperson of Economic Development Committee

The board of directors of the Temecula Valley Chamber of Commerce has approved the nomination of Carliene Danielsen as chairman of the Temecula Valley Economic Development Committee (EDC). Danielsen, who is manager of the Temecula office of John Burnham and Co. Real Estate Management, has served on the committee since January 1989.

Boise Cascade Buys in Empire

A Fortune 500 company has purchased 27 acres in Empire Business Center, a 190-acre master-planned industrial park in Mira Loma, a Riverside County redevelopment area near Ontario International Airport.

Boise Cascade will locate a major office products distribution center on the land, which occupies the far western sector of the development. Plans at this time call for a 200,000-square-foot facility with expansion capability.

The new Inland Empire facility will become the company's largest distribution facility in Southern California, augmenting a smaller facility located in Rancho Dominguez.

Plaza Funding Moves Inland Empire Office to Independence Corporate Centre

Plaza Funding Corp. announced the relocation of their Inland Empire office in the Ontario Airport area to Independence Corporate Center (ICC).

Plaza Funding is a subsidiary of Plaza Savings, a 568 million institution based in Santa Ana. Plaza Savings has eight branches serving the California market.

Old World Wood Purchases Industrial Building in Corona

Old World Wood has purchased a 17,075-square-foot industrial building in Corona in a transaction valued at $819,600.

Old World Wood plans to use the industrial space for distribution and supply. The company, which was located in Stanton, is relocating to 1915 E. Elisa Cir. in the Hunteco/Corona Industrial Park.

Make Room For the Mall

Moreno Valley Mall at TownGate, a joint-venture of Homart Development Co. and Fritz Duda Co., has announced an opening date of 1992. The mall will be anchored by May Co., Sears, the Broadway and JC Penney and will include more than 400,000 square feet of specialty retail stores.

Cash Dividends

CVB Financial Corp. announce a regular quarterly cash dividend of 6.5 cents per share. The dividend was declared by the company's board of directors at its June 20th meeting. Shareholders of record on July 5, 1990 will receive the dividend payments on July 18, 1990.

Chino Valley Bank, CVB Financial's primary subsidiary, is the largest independent bank headquartered in the Inland Empire.

Nine Percent From The Top

Independence Corporate Center (ICC) in Rancho Cucamonga announced the signing of two new leases, which brought its occupancy rate up to 91 percent.
Executive Investment Risk Compensation Growing

More companies are requiring senior executives to put their own money on the line along with public investors in new "investment risk" long-term compensation plans, according to one of the nation's leading management compensation consultants.

"By providing senior executives with an opportunity for significant rewards based on company performance, the board of directors can create the ideal link between management interests and those of the shareholders," said Robin Ferrcone, vice president and partner, Strategic Compensation Associates.

"Companies have dramatically increased their use of long-term incentives over the past five years, and as a result, more executives have a greater share of their total compensation package driven by long-term results," according to Ferrcone.

Although the value of long-term incentives has increased at more than three times the rate of annual cash compensation, there is a strong argument that no additional risk has really been born by executives, Ferrcone said. These added risks have been offset by an increase in the total pay package, she said.

The investment risk approach offers a number of potential benefits, Ferrcone said. In addition to enhancing executive alignment with shareholder interest, increased management ownership tends to improve the investment community's perception of the company, she said.

"The investment risk concept is enjoying increased attention from the boards of directors as they seek to address pressures from shareholders, raiders and even management itself about the form of executive pay," said Ferrcone. "Shareholder activism and public scrutiny of 'excessive' compensation has many boards questioning the use of lucrative, 'add-on' forms of long-term incentives.

Investment risk can be incorporated into executive pay through variations to traditional long-term incentive concepts. Some of the possibilities cited by Ferrcone include:

Stock Options With Holding Restriction. Probably the easiest plan to adopt and communicate, this variation requires that stock received upon option exercise be held for a minimum period of time (e.g., one year).

Stock Option Purchase. Another simple twist to traditional stock options, this approach requires executives to purchase stock options. If desired, the purchase price might be later credited against the exercise price of stock.

Restricted Stock Purchase. Like stock option purchase, a restricted stock purchase requires executive investment. Executives may purchase restricted stock at a significant discount, but at a level considerably higher than the traditional par value investment required by many restricted stock plans. Alternatively, the stock could be sold at fair-market value, with other program features (i.e., below-market financing) providing the compensatory element of the plan.

Under these programs, share purchases can be financed through personal funds, company loans, or a combination of the two. Further, the financing can be interest-bearing and may be forgiven based on time or performance.

Moreno Valley Auto Mall: Filling Transportation Needs While Creating Revenue And Jobs

The Moreno Valley Auto Mall's 1991 opening will create 800 new jobs, a figure expected to double by 1992, the mall's developer said.

Scheduled to open with 15 car dealerships, the 80-acre mall will eventually house 23 vehicle dealerships and nine recreational dealers, selling everything from boats to motor homes.

"Our projections indicate that the population in this market will grow 57% by the year 2000," said Mike Hamilton of Western Land Profiles, a mall developer.

Located at the southeast corner of Highway 60 and Moreno Beach Blvd., the mall is expected to generate $300 million in annual revenue, including $3 million in taxes for the city. It would be the 16th largest single producer of tax revenue in Moreno Valley.

Moreno Valley's population of 120,000 is growing 12% annually. Population in the greater market area, which includes southwest Riverside County and a portion of San Bernardino County, is expected to jump from 1.18 million in 1989 to 1.8 million by the year 2000.

In addition, one million visitors pass through Moreno Valley annually on the way to Lake Perris and Palm Springs. Developers hope that in addition to stopping for a coke and a hamburger along the way, travelers will also pick up a camper or a boat to take to the lake.

Restaurant Row

This column is written for the business person who finds travel a necessity, as well as for those who believe that eating a fine meal with a very pleasant wine is a reward of travel and even life.

Each month we shall comment on different restaurants, in the various cities that I, believe, are most often traveled by business persons from the Inland Empire. These restaurants are chosen strictly on merit. All restaurants were personally visited. I plan to offer you brief surveys, in lieu of long reviews.

EQUUS, AT FOOTAINGROVE INN - The inn's manager and internationally renowned restaurateur Dieter Meier welcomes diners to Equus, where the executive chef creates classic yet imaginative dishes incorporating the freshest local meats and produce with exotic ingredients - dishes that surprise with their originality and satisfy with their simple good taste. You can sink into a spacious booth or dine center stage under the covered mahogany ceiling.

In the lounge, you can sip cocktails and listen to romantic music played on the grand piano. Be sure to examine the Gallery of Sonoma County Wines, a display of nearly 300 premium wines representing virtually every winery in the county. For this collection, the winemakers personally selected each bottle.

Believe me, you won't be disappointed...try the Equus. Reservations a must, call (707) 578-6101. Located at 101 Fountaingrove Parkway, Santa Rosa.

SERINGER VINEYARDS - In the planning stages since 1987, the Culinary Arts Center will house the School for American Chefs. The school was created by the joint efforts of Tor Kenward, vice president of Winery Communication, and Madeleine Kamman, nationally recognized teacher, chef and author.

In addition to the school, the inn will feature a state-of-the-art catering facility. After participating in a number of events at the winery over the last few years, Madeleine chose St. Helena as the place to continue her teaching career and she suggested a Beringer chef's school. Tor gave the school its final cachet by making it a scholarship program offered nationwide to all working chefs. Selection for the scholarship recipients will be made on the basis of a menu written by each applicant in which he or she will be using the ingredients of his or her region and of an essay stating the applicant's career goals and philosophy of the future of the food profession.

Since many chefs are anxious to enhance their basic knowledge and skills, lectures will focus on food science, food history, creative menu planning as well as any management problem encountered by participants.

A few classes for non-chefs will be offered, such as a Food Lover's Weekend with Madeleine Kamman and a five-day class for cooking teachers. Funds from these classes will help fund the scholarship program.

Celebrations will take place throughout the summer as the students arrive at Beringer to start working in the new state-of-the-art kitchens of the Hudson House.

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IDEAS FOR THE INLAND EMPIRE

COMMERCIAL OR RESIDENTIAL REAL ESTATE IN THE INLAND EMPIRE: WHERE IS IT HEADED?
by David W. Moore and Al Stewart
Schneider Commercial Real Estate

The talk across the nation is "Where is the economy headed?" In San Bernardino County, we know. "Steady growth" are the two words that best describe San Bernadia-

no County's outlook for the '90s. Our county is growing because of several factors.

Large tracts of land, as well as "infill" parcels are still available at prices which will work for developers and ultimately consumers. An ever-increasing number of new residents are migrating into the county from Los Angeles and Orange counties. The attraction is mainly because our county provides access to one of the largest markets in the United States. The state population generates retail sales in excess of $140 billion. Forty-seven percent of that market is within one hour of western San Bernardino County.

Also, the labor pool is diversified enough to allow for employment of unskilled, skilled and professional labor. The county economy had 11,600 more jobs available in August than one year ago. Additionally, by occupying new offices and agencies are providing the necessary approvals, encour-

aging growth and expansion of their spheres of influence. The county has an excellent transportation system providing our area with the kind of numbers that impress developers, investors, and corporation and entities, such as the World League of American Football which is eying San Bernardino for one of its 12 United States franchises.

To understand the county, a closer look must be made as to the areas of development. The expansion is primarily focused in two areas of the county, the first being the high desert consisting of Victorville, Adelanto, Hesperia, Apple-REO, Fontana, Colton, Yucca Valley, Rancho Cucamonga, Redlands, Fontana, Loma Linda, Highland and Upland.

Fontana and Rancho Cucamonga are ranked second among California's fastest growing cities. Colton, Victor-ville, Chino, Chino Hills, and Yucca Valley are ranked 5th, 6th and 7th respectively among California's fastest growing cities. San Bernardino County's 12 largest master-planned communities will ac-

count for nearly 53,000 housing units on 41,656 acres at an average density of 1.27 housing units per acre. Still, this number will be less than one-third of the new houses needed by the region by the year 2010. Therefore, either master-planned activity will have to be significantly increased, or smaller builders will have to be able to build "infill" areas.

The housing boom has created a retail frenzy especially in the area of anchored shopping centers, fast food restaurants and automotive services.

Industries have found the Inland Empire attractive, opening more doors for local advertising. They have become, in effect, a one-stop financial center servicing the Inland Empire. They elect to have a savings association from the other financial institutions involved in the home lending market. These other financial institutions involved in the home lending market.

We have been deluged, on a more or less daily basis for the last several years, with news stories relating to the de-

mise of insolvent savings and loan associations and the costs which will be incurred by the American taxpayers in cleaning up the ailing thrift industry. Stories of misman-

agement by executive officers of these savings institutions, duly chronicling their lavish lifestyles, have be-

come as common as stories about Donald Trump.

Since August 1989, the Resolution Trust Corp., the federal agency charged with managing and disposing of 1,558,215 in excess of $183,000. In the not-too-distant future, we will see speech-oriented computers becoming widely used in the business world. The environment for the computer user will be-

come increasingly more friendly as we develop better ways to tell the computer how to provide information to us. We have to tell the computer how to communicate in human terms, rather than "compilete."
Public Relations Firms In The Inland Empire

by Alan Ziegaus and Dan Silverman

It's no wonder that so many marketing programs fail.

In fact, a recent survey reported that corporate communication executives felt that only about 30-35% of all such programs were very successful. And, when you stop and think about the resources (both financial and the human variety) these same marketers have devoted, one must stop and ask, "What's wrong with this picture?"

What goes wrong at the end is usually due to what goes wrong at the start.

Remember GIGO? That's early compute-rese for Garbage In, Garbage Out. GIGO is also a great way to summarize what marketers and public relations professionals began realizing in the '80s, and will be avoiding in the '90s.

Example: A million-dollar communication's campaign is implemented. In the end, not one person's attitude toward your company has changed, nor have you increased your product's sales by even one percent.

The following outlines some trends for the '90s that have developed during the transition to this approach, and should be considered when creating your strategies:

- A greater emphasis will be placed on two-way communication. Increasingly, businesses are recognizing that boasting about its product or service will not ensure success. More and more public relations programs and ad campaigns will be incorporating a means for acquiring feedback before committing resources to them.

- There will be a greater accountability for public relations and marketing programs. Clients and management will want to know "Where did we begin?" "What were our goals and did we get there?" "So-what?" will be asked more and more.

- There will be an increased emphasis on breaking down all problems much more quickly - which in turn, will take less time. We have found that the approach, and should be considered when creating your strategies:

A million-dollar communication's campaign is implemented. In the end, not one person's attitude toward your company has changed, nor have you increased your product's sales by even one percent. The reason: you've sent a million dollars worth of the wrong message, to the wrong audience, for the wrong reason. In the past, this has been the fate of many public relations and marketing programs.
that will contain 138,000 square feet of retail, professional office, restaurants, a health club and theaters.

The County Fair Shopping Center at the northeast corner of Philadelphia and Central avenues is undergoing rehabilitation. The 17-acre site will include restaurants, markets, a drug store, office supplies and other small shops.

Residential Development

Chino has tried to balance business growth with residential development. The hometown atmosphere that prevailed when the area was almost wholly agricultural has endured. Families are important in Chino and 10 new schools and nine new parks have gone up since 1985. The largest park, named for Ruben S. Ayala, will eventually encompass over 340 acres along Edison Ave.

The city’s population has grown from 52,000 in 1987 to 59,600 in 1990. During the past five years, builders erected 3100 single and multifamily homes. The average home in Chino costs $192,400 and $245,800 in Chino Hills.

Eventually, over 3100 homes, stretching over 1000 acres, will be built in East Chino. Approximately $1 billion has been spent or is under construction.

Easy access to the employment centers of Orange and Los Angeles counties has contributed to Chino’s residential growth. The Pomona Freeway, Highway 71 (soon to be upgraded to freeway status), Carbon Canyon Road, and Grand Ave. provide commuter routes between home and work.

Chino Airport

Fifty-year-old Chino Airport is undergoing some major changes. The San Bernardino County board of supervisors approved a $57 million, 20-year master plan in May 1990. The plans will give the facility a new runway, extend one of the two existing runways, add more land, build a new control tower, improved security, and repair or replace the aging infrastructure.

James Monger, Director of Airports for San Bernardino County, said Chino’s facility functions as a reliever airport for Ontario International and John Wayne airports. Chino is not likely to become a commercial airline field, but is very compatible with Ontario Airport as a location for smaller aircraft and other services, Monger said.

Lockheed Aircraft Service has a facility at the Chino Airport that employs 225 people in maintenance and numerous branches of various aircraft, such as the C-130. Currently, Chino Airport is the base for about 900 private and corporate aircraft. Plans for completion of the master plan, Chino will be able to accommodate 2500 airplanes. In addition to private passenger flights, Chino can handle small high-priority packages. The airport is also an important location for air ambulance service.

The major improvement resulting from the new master plan will be construction of a new east/west runway at a cost of $20 million. The runway will be 7000 feet long in order to more safely accommodate larger multi-engine corporate aircraft and Lockheed’s operations. Additionally, another $20 million has been earmarked for acquisition of adjacent land as it becomes available.

Eventually, more than 3,110 homes stretching over 1000 acres will be built in East Chino. This is one of the new homes in Summerplace, a residential development.

Industrial Development

More than 23.2 million square feet of commercial and industrial space has been developed and more than 22,000 jobs have been created in Chino since 1985. According to the California Department of Finance and Board of Equalization, Chino has experienced the highest rate of growth in taxable sales and per capita sales in the western Inland Empire since 1980.

Companies can buy land in Chino for the same monthly cash flow they rent for in Orange and Los Angeles counties, according to Paul Earnhart of Lee & Associates Commercial Real Estate Services.

Chino's industrial land prices appreciated 17% in 1988 and industrial building prices rose 11% during the same time.

Major companies, such as Ethan Allen, Montgomery Ward, Square D, Hussmann and Farmers Insurance have located in Chino.

Sitting adjacent to the Los Angeles County border on the 60 Freeway, Chino is also near the borders of San Bernardino, Riverside and Orange counties. Chino boasts a larger supply of executive homes than many Inland Empire cities, yet maintains a good supply of moderate and affordable housing for a strong labor base.

According to Earl Nelson, the city’s director of community development, "In the 1970s we saw a lot of residential construction and gained the bulk of our population. The 1980s saw an explosion of industry and commerce."

Chino’s growth plan calls for major infrastructure improvements, such as the widening of Central Ave., the city’s main artery. More than $25.5 million has been spent or designated for infrastructure improvement projects.

They include expansion of the civic center area and the commercial downtown and the development of more than 400 acres within the city’s southwestern industrial and business park area.

The area surrounding the 60 Freeway and Central Ave. is also a major focus of new commercial development.

Chino Town Square, located on Philadelphia Ave. between Central and Ben avenue avenues, has realized tremendous success since its 1987 opening. Anchored by Mervyn’s, Target, Nordstrom Rack and Pace, the 503,000-square-foot sub-regional shopping center accounts for approximately $150 million in annual retail sales.

Central Coast at the northwest corner of Central and Philadelphia avenues is a 62,000-square-foot retail development. The Chino Promenade is a 20-acre site within the park. The Chino Corporate Center, located at Ramona Ave. and Highway 71, contains a mid-rise office building. A medical and health facility, a hotel for business travelers and retail stores are envisioned. The second project will consist of a series of small to mid-size industrial buildings.

An innovative feature of the plan will take advantage of the soon-to-be-opened Carbon Canyon Treatment Plant to utilize reclaimed water for irrigation and industrial uses. This approach will conserve water resources as well as provide lower cost water for users.

Almost two years have been committed to planning the park.

Regional Mall

The Majestic Spectrum and Homart Development Co. plan to build a regional shopping mall in Chino. Located on 88 acres fronting Highway 71 at the Grand Ave. interchange, the center will contain approximately one million square feet of space. It will be built within the Majestic Spectrum, a 425-acre mixed-use business community.

Phase one, planned to open in 1994, will include approximately 265,000 square feet of mall space and 400,000 square feet for three anchor tenants. The second phase will add an additional two anchors, or approximately 250,000 square feet. Mall space will ultimately reach one million square feet upon build out in 1996.

Chino’s trade area contains about 192,800 people and is expected to grow to 247,000 by 1994. The 1987 average household income is estimated to be $39,300, 30% higher than the market average.

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since California is now suffering from its fourth consecutive dry year, water is currently a major issue in the Inland Empire as it is in the whole state. As businesses and people continue to settle in the Inland Empire, careful management of scarce water resources becomes even more important.

because of its geography and climate, providing a sufficient supply of water to Californians has been a problem since the state was first settled. The majority of California's population resides in the southern part of the state where much of the water is located in the north. Fortunately, the Inland Empire actually has a better water supply than many areas of the state.

Most of the Inland Empire's water comes from the Santa Ana River and from several local groundwater (underground) basins. The Santa Ana River is one of the best local water supplies in the state, and most of the underground basins in the Inland Empire— unlike some basins in other parts of Southern California— contain reasonably good quality water. These underground basins are managed on a "safe yield" basis so that more water is not pumped than is replenished by nature over the long run. These local supplies are supplemented by water from the State Water Project and from the Colorado River.

The State Water Project (SWP) is an impressive component of Southern California's program for improving water supplies. In 1951, Dutch voters approved a $1.75 billion bond to finance the SWP. The SWP extends over 600 miles to bring water from Southern California (from Lake Oroville) to the Sacramento River and through the Feather River where it later flows to the San Joaquin Delta. At a point near the city of Tracy, a branch passes through the Mojave Desert, The agricultural runoff from the Imperial Valley and from several local groundwater basins. The water is then passed through the Sacramento-San Joaquin Delta. The Delta represents a proven formula for water and environmental law.

Groundwater contamination is also a concern in the Inland Empire. Several groundwater basins have been polluted by industrial and agricultural discharges, some for as long as 50 years ago. However, progress has been made in cleaning up previously contaminated sources. Well-head treatment programs have been successful in San Bernardino and other areas. A treatment plant to deal with poor quality groundwater is also under construction in Riverside. Thus, over the next decade, it may be possible to use currently undrinkable supplies of groundwater. This would add to the overall supply available to the Inland Empire.

Apportioning California's water among municipal, industrial, and agricultural concerns, as well as needy environmental resources is a difficult task in the best of times. The importance of this task becomes even more apparent, however, in years like the present one and in places like the growing Inland Empire.

Janice L. Weis is an associate in the Riverside-based law firm of Best, Best & Krieger. Her practice focuses on water and environmental law.

RETHINKING JOINT VENTURE POSSIBILITIES
S&L Crisis, FIRREA, Reduce Conventional Capital Options

By John A. Flynn

It's no big secret that sources of funding for new development are becoming increasingly scarce. The S&L crisis, highly-publicized real loan problems of the Bank of New England, Wall Street's negative perception of real estate assets, a slowdown in the new housing market, and increasing regulatory scrutiny of loan portfolios have all combined to produce stingy lending institutions with tougher underwriting criteria for new real estate loans.

In the latest episode, the Financial Institutions Reform, Recovery and Enforcement Act (FIRREA) threatens to strangle many developers, with the smallest among these being the most vulnerable. FIRREA has been sourced from FIRREA, intended to fix an undeniable ills of the real estate market. FIRREA, intended to fix this represents a significant real estate problems of the Bank of New England. The key purpose of FIRREA is to ensure the soundness of financial institutions by limiting "risky" investments. In so doing, the most significant impact of FIRREA, intended or not, is the overall curtailing of available real estate financing. Both the types of loan options available and their size will be reduced, affecting the real estate industry more than any other sector, aside from the financial institutions themselves.

Limitations of FIRREA: Under FIRREA, the aggregate amount that a savings institution can lend to any real estate borrower has been reduced from 100 percent of the institution's capital to 15 percent. In addition, an aggregate amount of 400 percent of a savings institution's capital can be used for real estate lending, but only for the supply of loan funds. Clearly, the potential to reduce, even to destroy, some builders and developers of residential property.

The ability of developers to arrange joint venture agreements with S&L real estate subsidiaries has also suffered the ill effects of FIRREA. Institutions have been forced to limit their loans and liabilities even for their subsidiaries, resulting in a shrinking pool of capital available for equity-sharing investments.

In a typical joint venture arrangement, developers could obtain up to 100 percent of financing for their projects with the equity partner providing essentially all the land costs and the financial institution— often, an affiliate— providing a construction loan for the building and marketing costs. In the robust West Coast housing market of the last several years, these arrangements yielded some very profitable returns for the equity partners. Realized internal rates of return in excess of 25 percent were not uncommon.

In some markets, the high rate of return attracted so much capital that land prices skyrocketed to speculative levels that threatened the basic economics of home building. Higher home prices were posted to recover the increasing land costs and maintain builder profit margins.

With the currently softening real estate market, there is a belief that land prices will stabilize. In this environment, there are developers and investors who believe this represents a window of opportunity to acquire land at represented prices. Because entitlements have significant value to land holdings, those with capital to invest are interested in obtaining the expertise of developers who have a proven track record in taking land through the entitlement process. Capital linked with the expertise to obtain land entitlements, represents a proven formula for the creation of wealth.

Sources Of New Equity Partner: It is likely that a new breed of equity partner will emerge to replace traditional S&L joint ventures. The new partner is likely to be a private nonregulated entity that has the time horizon, expertise, and financial resources to fund high risk projects from foreign investors.

Foreign investors, who have been purchasing an increasing number of American properties in recent years, have clearly demonstrated their financial interest in both U.S. real estate market. A recent Arthur Andersen survey of 130 Southern California real estate executives revealed that three-quarters of those surveyed had been approached by a foreign investor about an acquisition or joint venture in 1989. The questionnaire's majority of these—84 percent—were Japanese, though investors from Hong Kong, Taiwan, and Canada also gave respectable showings.

According to Janice L. Weis, a developer must be willing to grant the venture partner approval rights on key project decisions, and therefore cannot retain the ability to have absolute control of the project.

A joint venture also involves sacrificing a portion of the upside potential of a project.
The Inland Empire Business Journal posed the following question to Inland Empire public officials and civic leaders: "Excluding the Palm Springs area, which already has NBC and ABC affiliates, should Riverside and San Bernardino counties have their own national affiliated television stations?"

Congressman Jerry Lewis (R-Riverside)

I believe it's only a matter of time before the Inland Empire emerges as a major television market in California. With its tremendous economic growth, San Bernardino and Riverside counties are establishing their own unique identities and stand poised to complement Los Angeles in providing local and national affiliate entertainment and news programming. This process doesn't occur overnight, however. It may literally take years to complete.

Jim Fatland (Ontario city councilman)

With the tremendous growth that has taken place in Southern California, many of the suburban communities and counties have lost their identity. To a resident and visitor to the Inland Empire, the area is considered Los Angeles. Yet, the Inland Empire is a region of rich history and economic vitality. Ontario, with its international airport, has driven the area to its own economic prominence in Southern California.

I realize that the Los Angeles television market reaches throughout the Inland Empire with direct or cable transmission and may feel no need to establish television stations in the Inland Empire. However, serious consideration must be made by all of us on quality-of-life issues if we are to be successful in making Southern California and the Inland Empire an enjoyable place to live.

I would encourage the major television networks to take a serious look in exploring the feasibility of establishing stations in the Inland Empire.

Congressman Al McCandless (R-Riverside)

I've wondered for some years now why we don't have a national television affiliate at the western end of Riverside County. Commercial television has always seemed sensitive to consumer demographics — and Riverside County is exploding with the area of biggest growth at the western end! Moreno Valley is the fastest-growing city in California — which even the Washington Post acknowledged a few weeks ago in a major story. Why doesn't the Journal send a copy of this article to the major networks?

No way José for an affiliate in the Inland Empire. The reason is elementary: except for some foothill pockets of isolation, we already get the major networks out of L.A. Affiliates only make sense when an area is too far out — as Palm Springs is — to get the signal from a metropolitan station. More promising, though still a pie-in-the-sky idea, would be the establishment of an independent station that aired some local news/features. Dave Ariss should be encouraged to buy Channel 46. Not only does the area get its own station, but one of those insufferable "home shopping" channels is eliminated. I don't give this much of a chance either. Even Ariss may have trouble coming up with the necessary cash; the station last sold for $46 million. On a more practical level, I suggest community leaders find a way to shore up, and in some cases establish, well-staffed local media bureaus. I suspect Steve PonTell is already putting together a task force to achieve this very objective.

Tom Merle (Vice President, The Ontario Center)

Steve PonTell (President, Inland Empire Economic Council)

With the Inland Empire emerging as a market all its own in the past few years — separate but unique from Los Angeles — it's not unreasonable to see the need for a national affiliate television station here. Obviously, a national affiliate television station would allow for in-depth coverage of local news items, and that opens the possibility for the rest of the nation to pick up on those items.

In addition, it would provide the opportunity for focused advertising in the Inland Empire. The primary question is: "Do we have the base of business support for such an endeavor?" I'm not sure, although, the establishment of a national affiliate would also create more job opportunities for the region in the media industry. One drawback to consider is that the Inland Empire would lose some of its exposure throughout the Los Angeles area from the regional television coverage. Regardless of whether we ever get a national affiliate, however, we should work with the Los Angeles media on the news stories they cover here and in the terminology they use. We have the opportunity to develop our image and control our future to a much greater degree than we do currently.

It would be great to have local stations, especially for news coverage. Inland Empire residents deserve more discussion of local issues via television. However, the area I represent, the fourth district, seems to be adequately served for entertainment purposes by the Los Angeles and cable networks.

Supervisor Larry Walker (San Bernardino County)

Perhaps the real question is, "How could Inland Empire stations compete in a free market with Los Angeles networks?"
Business executives and politicians would have a greater voice in shaping pollution regulations under the terms of a new bill being considered by the state legislature.

The bill, SB 1928, sets specific guidelines for the South Coast Air Quality Management District that would have to follow before establishing any new rules regarding ride sharing and other anti-pollution measures.

The state legislature last year passed a bill sponsored by Senator Robert Presley (D-Riverside), but Gov. George Deukmejian vetoed it, citing a $3-a-car registration fee hike proposed in the legislation. Analysts are not favoring the bill.

Presley said he sponsored the bill to give the business community a greater voice in shaping regulations. "Permit fees paid by business and industry have gone up accordingly, and the regulated community is asking for a closer look at a projected further increase."

"We welcome the bill in that it will set some firm requirements that will hold us accountable [to the public]," Presley said. He added that the agency has already begun to voluntarily take steps to give the business community a greater voice in shaping regulations.

SB 1928, sets specific requirements that will hold the agency accountable. "We agree that we should be accountable," said Bill Kelly, an agency spokesman. "We welcome the bill in that it will set some firm requirements that will hold us accountable [to the public]."

The bill would require the AQMD to hold public hearings before changing or setting any new rules. A required annual report would have to include information concerning regulatory activities, permits issued or denied and economic impact of agency rules and regulations.
New Business Listings

D & E Engineering
David Bush
1441 Pomona Rd. #28
Corona, CA 91720

Klassy Kloset
Denise Walsh
129 N. McKinley St. #105
Corona, CA 91719

Halcomb & Associates
Virginia Halcomb
2125 Mammoth Lane
Corona, CA 91719

The Cuadex House
Scott Lathrop
1041 Ford St.
Corona, CA 91719

C&R Forklift Repair
Clarence Range
1630 Conifer
Corona, CA 91719

Four All Seasons—Crafts By Mona
Ramona Andriot
10348 Baywood
Riverside, CA 92505

Judith Judi Judi's
Judith L. Collins
31522-2 Railroad Canyon Road Bx. 6118
Canyon Lake, CA 92380

Albert's Fencing
Albert J. Guanche
Box 36 Spring Crest
Mountain Center, CA 92361

Anza Bushwasher
Stephen Lowe
58750 Wellman Rd.
Anza, CA 92306

Mail Depot
James Stewart
10188 Via Paxon
Moreno Valley, CA 92388

Mira Loma Coin and Jewelry
Jochen Schroeder
3850 Etiwanda Ave. Ste 108
Mira Loma, CA 91752

Cais Products
Cal Davis
29772 Nautical Ct.
Canyon Lake, CA 92380

Wood-Craft Industries
Robert Massie
9625 Rudicill
Riverside, CA 92503

Banning Florist
Richard Sanchez
1153 W. Ramsey
Banning, CA 92220

M&J & KK Oriental Market
Ken Yang Ly
33 S. San Gorgonio
Banning, CA 92220

Frameworks and Act Shows Intl.
Juan Zano/Prez.
922 Vella Rd.
Palm Springs, CA 92264

TJ's Captian Zoom's
Sam Grove/President SamNRon Mgmt. Ent. Inc.
978 Hammer Ave.
Norec, CA 91760

Airmac Heating & Air Conditioning
Patrick Mcclory
2387 Valley View
Norec, CA 91760

Myler's Proportioned Pants Galore
Marcia Craig
122 The Plaza
Palm Springs, CA 92262

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Lee Levesque
32810 Brechtel
Lake Elsinore, CA 92330

TRC Trust Reserve
Thelos Cosey
27315 Jefferson Ste. 128
Temecula, CA 92590

Old Town Classic Desserts And Sandwiches
Sally Braceno
41920 6th St. Ste B
Temecula, CA 92590

Teraise Vista Homes
Henry Killiela
7085 Seville Way
Riverside, CA 92504

Dutch Dry Cleaners
Kahuna Hong
21461 Jefferson Ave.
Temecula, CA 92590

French Valley Farms
Georgia Tanks
36560 Penfield Lane
Winchester, CA 92396

A-1 Blind Cleaning
Jeffrey Juniper
30163 Clearwater Dr./P.O. Box 5426
Canyon Lake, CA 92380

Cal-Tech Carpet Care
Robert Adkins
80 E. Danes Lot 105
Perris, CA 92370

J.S. Container, Inc.
17848 Van Buren Blvd.
Riverside, CA 92508

Seaux/Steves Inc.
Travel Advisors
3255 Arlington Ave.
Riverside, CA 92506

Superior Painting Services
Edwin Wake
3878 Golden Ave.
Riverside, CA 92505

Zand's
Tim Smith
14902 Magnolia Ave.
Corona, CA 91719

Office M.A.D.E.
Wynema Walter
790 S. Washburn Ste. 9b
Corona, CA 91720

Countrywood Tennis Club Apts.
Douglas Cancienne
13400 Elkhurst St.
Moreno Valley, CA 92344

Hayes Enterprises
Larry Hayes
32931 Riverside Dr. Ste. 6
Lake Elsinore, CA 92330

Riverside Auto and Truck Collision Specialists
Robert Diaz
7400 Morris
Riverside, CA 92503

Expressions
Veronica Harvey
6160 Arlington Ave.
Riverside, CA 92504

Body Plus
Teresa Watson
251 N. Sanderson
Hemet, CA 92543

Truffles Restaurant
Jolene Barron
1310 W. Florida Ave.
Hemet, CA 92543

San Jacinto City Florist
Elaine Short
1463 S. San Jacinto Blvd.
San Jacinto, CA 92583

Auto Glass of Hemet
John McDowell
44618 1/2 E. Florida Ave.
Hemet, CA 92544

Sunnyside R.V. Park
Al Pardini
7909 Varner Rd.
Indio, CA 92201

Accelerated Mortgage Funding
Moses Agbogboh
3696 Beauty Dr. Ste. E
Riverside, CA 92506

WET Co.
Edward Gutts
9709 88th St.
Riverside, CA 92509

Randtrend U.S.A.
Steven Pazsitzky
1440 Third St. Unit #16
Riverside, CA 92507

Corporate Image Signs and Monuments
Kevin Huber
2050 E. La Cadena Dr. #J
Riverside, CA 92507

Sand D Valverde Painting & Wallapaper
Daniel Valverde
2255 Calhvilla St. Apt. 118
Colton, CA 92324

El Cerrito Center
Wayne Melchert
19700 Temescal Canyon Rd.
Corona, CA 91719

Last Chance Trucking
Anna Mae Boutright
6935 Keating Dr.
Riverside, CA 92503

Champagne Realty and Investments
Vivian Sampson
Temecula, CA 92590

Kare 'n Company
Karen Tregarthen
24285 Sunnymead Blvd. #11
Moreno Valley, CA 92588

Tire and Radiator Brothers
Candelari Gonzalez
5980 Tyler St.
Riverside, CA 92503

Tri-Cons Steel Structures
Gregory Jones
10566 Hole St.
Riverside, CA 92505

Instant Shade Company
Stewart Wilson
9980 Indiana Ave. Ste. B
Riverside, CA 92503

LMC Publications
Lynne Purcell
1595 Border Ave.
Corona, CA 91720

Tarrasco Restaurant
Alfredo Ortega
2908 University Ave.
Riverside, CA 92507

Pea's Enterprise
Paul Park
1189 Kellevile Place
Riverside, CA 92505

M&R Recycling
Mario Rodas
1560 Commerce St. Place H
Corona, CA 91720

The Passino Ranch
Stacy Passino
3461 Valley View Ave.
Norec, CA 91760

Riz Trader
Robert and Debra Neundorf
28915 Via Marsala
Menifee, CA 92355

Stained Glass Creations
Norman Rolando
6625 Naphane Lane
Riverside, CA 92509

Contractors Success
Tim Allec
3870 La Sierra Ave #418
Riverside, CA 92503

Nailworks
Carol Boschto
57150 Hwy. 371
Anza, CA 92306-0393

McLemore's Floral Design
Marilah McLemore
7425 El Sol Way
Riverside, CA 92504

Lewis & Son Trucking
Fred Lewis
4997 Noble St.
Riverside, CA 92503

Redlang Equipment Rental
Albert Lang
9266 63rd St.
Riverside, CA 92509

Absolute Aquatic Care
Michael & Shane Schirmer
3351 Mountainside Dr.
Corona, CA 91720

Truck Skreen
Stephen Morris
27475 Ynez Rd. Ste. 396
Temecula, CA 92390
### New Business Listings

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<td>Genella &amp; Luther Pattillo</td>
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<td>Canyon Lake, CA 92380</td>
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<td>Tony's Painting Co.</td>
<td>29590 Hursh St.</td>
<td>Lake Elsinore, CA 92330</td>
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<td>John's Pizza</td>
<td>Mark Stephens</td>
<td>15010 Circle Dr.</td>
<td>Victorville, CA 92392</td>
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<tr>
<td>Silver Lakes Salon</td>
<td>William Patrick Rayney</td>
<td>15065 Vista Rd. No. 5</td>
<td>Helendale, CA 92342</td>
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<tr>
<td>Overhead Doors</td>
<td>Steve Eustice</td>
<td>19216 Kendall Dr.</td>
<td>San Bernardino, CA 92407</td>
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<tr>
<td>Thundermug Antiques</td>
<td>Dale Reed</td>
<td>13095 Amargosa Rd. #3</td>
<td>Victorville, CA 92392</td>
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<td>Sunshine Generation</td>
<td>Helen Rupp</td>
<td>1232 Lark Rd.</td>
<td>Wrightwood, CA 92397</td>
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<td>Bryan Edward Stone</td>
<td>1834 N. Western Circ.</td>
<td>Colton, CA 92324</td>
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<td>J H L Co.</td>
<td>James Layton</td>
<td>13994 Rivers Edge Rd.</td>
<td>Helendale, CA 92342</td>
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<tr>
<td>Victoria Properties</td>
<td>JoAnn Duncan</td>
<td>9227 Haven Ste 320</td>
<td>Rancho Cucamonga, CA 91730</td>
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<tr>
<td>The Woodlands</td>
<td>Suzanne Garver</td>
<td>39581 Valley Of The Fall Forest Falls, CA 92339</td>
<td></td>
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<tr>
<td>Home Opportunities</td>
<td>Marvin E.A. Bell</td>
<td>4613 Canoga St.</td>
<td>Monclair, CA 91763</td>
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<tr>
<td>Pro-Check</td>
<td>Paul Johnson</td>
<td>68356 Mesa Dr.</td>
<td>Palms, CA 92377</td>
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<tr>
<td>Hyatt Technologies</td>
<td>Glen Hyatt</td>
<td>5531 Eastwood Ave.</td>
<td>Alta Loma, CA 91701</td>
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<td>Philam Copier Service</td>
<td>Victorio Balingit</td>
<td>9372 Fremontia Ave.</td>
<td>Fontana, CA 92335</td>
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<tr>
<td>Budget Typing Service</td>
<td>Colleen McKenney</td>
<td>4029 Johnson St. #3</td>
<td>San Bernardino, CA 92407</td>
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<tr>
<td>Featherland</td>
<td>Lorraine Shelton</td>
<td>2908 Laurel Tree Dr.</td>
<td>Ontario, CA 91761</td>
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<tr>
<td>Pioneer Realtors</td>
<td>Loretta Marie Roknian</td>
<td>1822 N. San Antonio</td>
<td>Upland, CA 91786</td>
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<tr>
<td>Barry's summertime Auto Repair</td>
<td>Alfred Abbey</td>
<td>73555 Two Mile Rd.</td>
<td>Palms, CA 92277</td>
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<tr>
<td>Benson Auto Repair</td>
<td>Colin Hoare</td>
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<td>Carlisles Floor/Window Coverings</td>
<td>Isaura Pena</td>
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<td>Anthony Montero</td>
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<td>Sarwar Ghulah</td>
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<td>Dominic Padilla</td>
<td>850 W. Mission C-16</td>
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<td>26223 Skydrive Drive</td>
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<td>Moses Munar</td>
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<td>Charles Robertson</td>
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<td>1131 W. 6th Ste 290</td>
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<td>2889 N. Garner Ave.</td>
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<td>Jonette Filbeck</td>
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<td>Tony Kinkade</td>
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<td>David Drane</td>
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<td>Ruben Herndon</td>
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<td>Earlene Miller 5656 Newbury Ave. San Bernardino, CA 92404</td>
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<td>Property Masters</td>
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<td>Fred Ortega 13819 Foothill Ste. A Fontana, CA 92335</td>
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<td>Marten Rosch 713 Delgada Ave. Yucca Valley, CA 92284</td>
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<td>Randy Myles Sr. 532 W. Scott St. Rialto, CA 92376</td>
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<td>Ruben Hoyos 933 A. Central Ave. Upland, CA 91786</td>
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<td>Douglas Allen 55666 Mt. View Trail Yucca Valley, CA 92284</td>
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<td>Purdential Miller, Realtors</td>
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<td>Joseph Dunn 594 S. Arrowhead Ave. Rialto, CA 92376</td>
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<td>Helen Treni 1189 W. Evergreen St. Rialto, CA 92376</td>
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<td>Products Unlimited</td>
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<td>FAF Consultants</td>
<td>Harold Uhrich 13591 Brandon Ct. Fontana, CA 92335</td>
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<td>Richard Garrett 5196 Benito No. 18 Montclair, CA 91763</td>
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<td>700 Discount Store</td>
<td>Yun Cha Chot 700 N. Mt. Vernon San Bernardino, CA 92411</td>
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<td>CR Cabinets</td>
<td>Kenneth Consaul 800 E. Washington 356 Colton, CA 92324</td>
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<td>Sharon Denise Osborne 243 E. Baseline San Bernardino, CA 92405</td>
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<td>Howze Liquor</td>
<td>Issa Hawara 846 E. Williams St. Barstow, CA 92335</td>
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Letters To The Editor

May 7, 1990

Douglas W. Tucker
Inland Empire Business Journal
245 Fischer Ave, Suite A-7
Costa Mesa, CA 92676

Dear Mr. Tucker:

Frankly, I was very surprised that you had the nerve to solicit our advertising after reading the grossly inaccurate story about our company in your March 22, 1990, issue. This was one of the most erroneous, poorly researched articles I have ever seen in print. It certainly was not the type of article one expects to find in a serious, well established business publication.

The references about Mr. Ingalls and his alleged campaign activities have nothing to do with us and should not have been included, and the events surrounding the Rockefeller transaction were inaccurately reported. Obviously, the news reporter who wrote this story relied entirely on articles from the Riverside Press Enterprise. We were never contacted at any time regarding this article.

You need not respond to try to make amends; I request that articles on T. & S. Development, Inc. be omitted from your future publications. Unless we see marked improvement, we have no intention to advertise with you.

Sincerely,

Mark A. Thompson
President
T & S Development

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The Inland Empire Business Journal Welcomes Your Letters and Replies regarding articles that appear in the Journal. As space permits, we will print replies and comments from the readers. The opinions expressed by the author of each story is unique to that author and may or may not be one shared by the Journal, its staff and Publisher. Please address all correspondences to:

Inland Empire Business Journal
Letters To
The Editor
245 - A7 Fischer
Costa Mesa, CA 92676

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Meet John L. Marconi, President, and Rich Macaluso, Assistant to the President

"We're a local company, founded in Santa Ana sixteen years ago and represented now with seventeen branches in five Southern California counties. Some of the thirteen original staff members are still here, doing business with the same clients over the years," says John Marconi, president and founder of the company. "That says something. We haven't lost touch with what's important in this business, personal service, developing good working relationships with our clients, and most importantly, closing transactions quickly and efficiently."

Windjammin'
Step aboard for a great adventure.

Come sail away with us — to a Caribbean you never knew existed... Sail away on a tall ship that takes you back to another age. Sail away to islands not normally visited by others, Lush Islands, rich with history, warm people, lovely clear blue waters, sugar white sandy beaches, and a surrounding hospitality you will never forget.

Above your Windjammer you'll have comfortable accommodations. Great home cooking and plenty of it. Activities of all kinds, or complete relaxation. The choices are yours. You set the pace.

You can select among six of our sailing ships. Cruises set sail on different itineraries throughout the beautiful Caribbean. All offer that wonderful barefoot informality. So come sail away with us. Come a Windjammer!

Six-day cruises start at $675. See your travel agent or call us toll-free at 1-800-327-2661.

Windjammer Barefoot Cruises, Ltd.
P.O. Box 120, Dept. Miami Beach, FL 33179-0120.

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Editorial Reply

We stand by the article. Former editor Robert Kemp did contact a senior officer at T&S Development regarding the story. As always, advertising and editorial are completely separate at the "Inland Empire Business Journal." Our editorial space is not for sale. However, we shall continue to solicit your advertising and report on any noteworthy events, positive or negative, concerning T&S Development.

ONE DAY SEMINAR FOR PEOPLE IN BUSINESS OR STARTING A BUSINESS

Learn what it takes to start and operate a successful business through a seminar to be held on Tuesday, July 10, 1990 from 9:00 a.m. to 4:00 p.m. at the County Government Center, Joshua Room, 385 North Arrowhead Ave., San Bernardino, California.

Conducted by the U.S. Small Business Administration, in conjunction with the Service Corps of Retired Executives (SCORE), this program is designed to provide information to people throughout Riverside and San Bernardino counties who plan to start a business or recently established a business.

Topics to be discussed by professionals will be: site location, acquiring capital, recordkeeping, increasing sales through advertising and promotion and legal procedures. The $15.00 fee includes coffee and materials. Pre-registration is required.

For additional information call the Santa Ana Small Business Administration Office at (714) 836-2494.

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