Kathleen Brown Speaks Out
A Nightmare - The RTC
The Checkered Flag
The Private Lives of Inland Empire Hotel Executives
Ensuring Your Company’s Failure
Hidden in the South Bay, the 17,000-acre Santa Susana Ranch is a rare find in the middle of the Los Angeles region. This 1940s-era estate, which once served as a training ground for the military, is now a haven for wildlife and a sanctuary for the local community.

The ranch, located near the San Fernando Valley, is owned by the Los Angeles Department of Water and Power (LADWP). The LADWP bought the property in 1955 as a way to provide additional water storage capacity during droughts. Today, the ranch is used as a habitat for a variety of species, including bobcats, coyotes, and mountain lions.

The ranch is managed by the LADWP's Natural Resources Division and is open to the public for hiking and nature walks. Visitors can learn about the history of the property and see firsthand how it contributes to the local ecosystem.

The Santa Susana Ranch is an example of how nature and urban development can coexist. It serves as a reminder of the importance of protecting open spaces and preserving natural habitats in the midst of a dense metropolitan area.

For more information about the Santa Susana Ranch and the LADWP's efforts to protect and manage natural resources, visit ladwp.com.
Baseball, Firefighterphones, BlackJack and...Adelanto!

High Desert City Asks for Amendment to Constitution to Allow Gambling in California

S

ecretary of State

Constitutional amendment has won a Los Angeles county commission’s approval to create a new Las Vegas-style gambling in California.

Where would this hotel be?

Where else but Adelanto?

Adelanto is now the home of the High Desert Mavericks. Owned by the San Diego Padres, a major league team, the Mavericks were last year, ranked number one for their division. The stadium saw full capacity at every game. "We even have people outside sitting on the grass because we just couldn't hold any more," said Mayor John E. Davis.

BLACKJACK IN CALIFORNIA

Today, Adelanto is betting on new economic prosperity: already the location of a 25-table poker casino, the city hopes to see the board have for the San Diego-area’s first major entertainment center.

Baseball...Firefighterphones, BlackJack and...Adelanto!

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Baseball, Firefighterphones, BlackJack and...Adelanto!

Baseball, Firefighterphones, BlackJack and...Adelanto!

Baseball, Firefighterphones, BlackJack and...Adelanto!
United States announced a lion. The following: $2 million in cash; ASTI for low environmental authority, and with the completion of this latest Ohio, Newark, New Jersey and Houston, Texas. Be IWr America, New Jersey and leading companies in the stock carrying a three per­ bigbpurity Filter is a leading clean of water technology, and has supplied more than exclusively to the design, engineer­ ing, and production of equipment among industry, academia, and govern­ mental agencies to solve environmental problems in the water, air, and soil.

J. Michael Norbeck of Ford Motor Company, one of the automobile industry's best known automobile researchers, has been appointed professor of environmental engineer­ ing at the University of California, Riverside. In addition, Dr. Norbeck will be the director of the new Center for Environmental Research at UCR. This is conceived as a cooperative venture among scientists and engineers from industry, academia, and government agencies to solve environmental problems in the air, water, and soil.

He will also be a researcher associated with the Statewide Air Pollution Research Center at UCR. Norbeck, 48, arrived at UCR in January. "He's going to put UCR on the map, literally, in environmental engineering," said Susan Hackwood, dean of the UCR College of Engineer­ ing. "He brings a wealth of knowledge and a wealth of experience in an area we currently don't have.

Norbeck becomes the first faculty member appointed in the environmental engineering program of the College of Engineering, established in 1969. UCR is one of just a handful of engineering colleges in the nation that offer a degree in environmental engineering.

Norbeck, recognized as an interna­tionally known expert on air quality and atmospheric chemistry, said he was attracted to UCR by the "challenge of being involved in the development of a new college on the ground floor. I've felt for a long time that we needed to get into the engineering curriculum as an awareness of the envi­ ronment," Norbeck said. He will work with the concept proposed by the College of Engineering Office for the Center for Environmental Research. I believe there is an opportunity to provide a catalyst to foster collabora­tion between industry and govern­ ment that will focus on solving envi­ ronmental problems, not just creating and meeting regulations."

Norbeck was manager for Ford Motor Company's chemistry depart­ ment, which is responsible for envi­ ronmental research in a variety of areas, including atmospheric chem­ istry, vehicle emissions, health effects of vehicle and manufacturing emissions, water treatment, and environmentally conscious man­ ufacturing among others.

Big Fenc for Big Contribution

Paltin CabioVision launched the start of its Cabio in the Classroom with Dr. Larry Chase, assistant superintendent of the Coachella Valley Unified School District, signing the first agreement. Palmer will provide cable hookups and free pro­ grams of America, IWT said.

IWT was a pioneer in the devel­ opment of ion exchange technology. As early as 1942, IWT already had supplied more than 50 deionizer installations throughout the U.S.

"Over the past 18 months, U.S. Filter has been transformed from a small equipment manufacturer to one of the world's largest vertically inte­ grated manufacturers dedicated exclusively to the design, engineer­ ing, and production of equipment and systems for the treatment of fluids, from ultra pure water to sewage treatment facilities," said Hackwood. U.S. Filter is headquartered in Palm Desert, Calif.

Environmental Researcher at Ford Appointed to Engineering Faculty

J. Michael Norbeck of Ford Motor Company, one of the automotive industry's best known automobile researchers, has been appointed professor of environmental engineer­ ing at the University of California, Riverside.

In addition, Dr. Norbeck will be the director of the new Center for Environmental Research at UCR. This is conceived as a cooperative venture among scientists and engineers from industry, academia, and government agencies to solve environmental problems in the air, water, and soil.

...
A New Source of Capital

Karno Diversifies the International Trade Sphere at the Riverside Community College Center For International Trade Development (CITD).

In the midst of increasing global competition, more and more U.S. businesses are preparing for international expansion (i.e., exporting, joint ventures etc...). However, particularly for small businesses, the time and expense of this inevitable effort can be challenging.

The investment immigration provision of the Immigration Act of 1990 (which offers tax credits based on wages and salaries paid for all fund raising and alumni activities. Lee became active in economic development in the Inland Empire community around 1979. Redmond decided that the Inland Empire was ready for major economic development. He joined the company, (especially given the overall prominence of the Inland Empire in state and national politics). Lee then proceeded to construct his own growth strategy for all of his office projects and later became a development partner for developing new office projects in Florida.

In the new era of globalization, these potential investors immigrants to invest a minimum of $1 million in a business to employ a minimum of 10 American workers. These investment dollars could mean a new source of otherwise scarce investment capital for smaller firms seeking international expansion, new ventures, research and development funding, or start-up capital.

For example, we see so many small and new venture type businesses at the Center For International Trade Development (CITD) that have real international expansion potential but who also have little access to investment capital needed to propel the expansion. The proper mix of investment immigration investment capital and local business capital may create a win-win situation for the immigrant investor and local business owner/entrepreneur. In short, it may not be a magical solution, but it could help our local businesses to thrive in the global business environment.

As time goes on, the pressures for real estate and business activities here in the Inland Empire, we should see some policy initiatives that reduce the pressures for real estate and business activities here in the Inland Empire. This is a result of the constant influx of new businesses and new developments. We are also seeing an increase of new office projects and the bigger projects in the area. These new projects are often the result of new federal and state policies and initiatives that support economic development in the Inland Empire.

Inland Empire Business Journal Editor's Choice—Lee Redmond

We have to go an extra step to ensure that we are working closely with our clients and brokers to meet their needs, as well as with the brokerage community in providing them with the ability to make deals happen.

A closer look

Name: Lee R. Redmond III
Age: 39
K.R. and I moved out to Redlands from Newport Beach three years ago.

Hobbies: Golf and snow ski-ing

Affiliations: Vice Chairman of Small Scale Development Council, Urban Land Institute; Vice Chairman for Inland Empire Economic Council; President, Inland Empire Chamber of Commerce; Certified Portfolio Manager through the Institute of Real Estate Management (IREM); Board Member of Economic Development Partners of Inland Empire; Former Chair, Inland Empire Showcase.

We are currently involved in the following major projects:

Seven local government districts have been involved in the development of new infrastructure and they have a major strength of the Inland Empire in terms of economic and credit issues.

As the potential investors, the Inland Empire is probably the most attractive and affordable housing.

I.E.R. Ask us a question about your project.

Redmond: It is somewhat difficult to determine what 1992 will bring in the way of increased activity in the real estate market. However, the new year is expected to see some amount of increased activity, from the standpoint of real estate developers and investors. We are looking at new projects being developed for new offices in the Inland Empire. Hopefully, this is not a temporary situation and many new offices will be constructed this year. The banks are still reluctant, if not unwilling, to release development funds, however, the potential investors for new real estate projects given the tough federal government on real estate lending practices over the past 10 years.

Redmond: What do you foresee as your greatest challenge?

Redmond: Our greatest challenge today is in making sure that all of our projects continue to be successful given the current economic and credit situations.

Redmond: What projects do you have in the Inland Empire?

Redmond: Currently, we are working on a new office building for a local insurance firm. The reality is that we are experiencing a stronger economy and the new office developments will continue to be successful given the current economic and credit situations.

Redmond: Tell us a little about your time away from work.

Redmond: My personal activities revolve around a new office building for a local insurance firm. The reality is that we are experiencing a stronger economy and the new office developments will continue to be successful given the current economic and credit situations.

Redmond: It is known that you are involved in the following major projects:

Redmond: Tell us a little about your time away from work.

Redmond: My personal activities revolve around a new office building for a local insurance firm. The reality is that we are experiencing a stronger economy and the new office developments will continue to be successful given the current economic and credit situations.

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Brown Calls for Realistic Budget from Governor

California State Controller Kathleen Brown gave a high-energy speech on the day before the state lawmakers adjourned the special session, with a large crowd in attendance.

"Unlike Mr. Wymer, I will not play 'quick and easy' games with funds from the state's general fund," Brown told lawmakers. "I am not going to play 'quick and easy' games with our taxpaying citizens. We are going to take our time, be realistic, and address the fundamental structural problems that are plaguing our state."

Brown acknowledged the need for a balanced budget, but said that the state should not be expected to solve all of its problems in one fell swoop. She called for a more gradual approach, with a focus on long-term solutions.

"We cannot fix our fiscal problems overnight," Brown said. "We need to be realistic and take a long-term view of our budget."

Brown also criticized the governor's proposed budget, which she said was too focused on short-term fixes and did not address the underlying economic problems.

"The governor's budget is not realistic," Brown said. "It is focused on short-term fixes and does not address the underlying economic problems."

Brown ended her speech by reaffirming her commitment to the people of California and her dedication to finding realistic solutions to the state's budget problems.

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Color Laser Copier 500

Color communication has a new definition.

The articulate article was randomly chosen and run out on the domestic chain in hand.

Yes, David Paine, forget the forecast.

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University Copy Systems

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Just What is an Accredited Ad Agency, and Why Should You Care?

Mr. Zerovnik is president and owner of Zerovnik & Company, a W3AA accredited advertising agency in Morrison. Mr. Zerovnik was recently elected to his third term as president of the Inland Empire Ad Club.

Mr. Zerovnik has made good work with people from solid backgrounds in the industry. We have a number of agencies who can show independent existence for at least two years prior to making application for member- ship, who submit financial statements that attest to the solvency and stability of the organization, and whose principals have verifiable education and/or experience in advertising.

So-called "house" agencies are categorically  
censured, membership denied on the grounds that they are incapable of meeting truly independent advertising and counsel to the client. The AAs maintains a full-time paid staff and a well-stocked research library, which members may call upon.

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Full color taking a quantum leap with the Canon Color Laser Copier 500. A complete color reproduction system whose resolution, Color Digital Image Processing System (CIPS) copies your originals with 256 shades of gray on each of 256 color dots per inch. Quality and resolution are comparable to professional printing. State-of-the-art graphics capability allows you to create artwork and layout out the copier. With an optional Intellectual Processing Unit (IPU), you can produce full color output from computers, video equipment and tele- 

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30%: 90/80, 48/54 integrated zoom, auto focus, zoom,  
30%: 90/80, 48/54, 30/45, auto focus,  
30%: 90/80, 48/54, 30/45, auto focus,  
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OCTA Signs Agreement for Riverside Freeway Toll Lanes

Orange County Transportation Authority (OCTA) board members on January 13 endorsed the way for toll-lane construction to start this fall on the con-
gested Riverside Freeway (SR-91) by voting unanimously in favor of a multi-
gency agreement between the Riverside Transportation Commission (RTC), Cal-
trans, and the California Private Trans-
portation Corporation (CPTC).

The agreement calls for building two toll lanes in each direction on the
Riverside Freeway in Orange County between the Corona Mesa Freeway (SR-
95) and Riverside County.

Carpool lanes already are under
construction on Riverside Freeway on
SR-91 linking the Orange County
with SR-71 in Corona.

CPTC, the private firm building the
toll lanes, will seek financing for the
project this summer, expecting
construction to begin as early as 1994.

The agreement includes the following:

- OCTA, RTC, and CPTC will
work together seeking legislation requir-
ing Caltrans to spend extra revenues on
additional improvements to the River-
side Freeway, these funds currently are
dedicated to the state highway system.

- OCTA originally planned to con-
struct carpool lanes on the Riverside
Freeway, but agreed to a Caltrans pro-
posal of turning the project into pri-
vately built toll lanes. Measure M funds pro-
grammed for SR-91 carpool lanes now
will be shifted to other freeway-improve-
ment projects outlined under the busi-
ness tax measure.

- OCTA Vice-Chairman Bv Pickle.

Several years ago, River-
side County residents pro-
claimed their desire for growing
traffic congestion by voting a sales tax
increase with one of the largest
approval margins ever in the state of
California. They supported road and
highway improvements (including car-
pool lanes), commuter programs, and
traffic management strategies.

They did vote to support toll
roads in their county in any other
county! Given a choice, I am confi-
dent that Riverside County voters
today would disapprove of the toll
lanes with the same vigor that they
approved the sales tax increase.

We are proactively addressing
the growing traffic problems in our
region, yet the traffic congestion is not
static ones. More and more families will
continue to relocate to the Inland
Empire for affordable housing. Civic
leaders do their best to assure that
business investments and new job
opportunities will keep pace.

In the meantime, it does not seem
right that Riverside County residents
who are already burdened with the
time and cost of a common, will soon
be paying twice for the privilege of
spending up to four hours per day in
their beloved automobile.

Melva Dunlap
Riverside Supervisor
2nd District.

Barter Exchange

(Th e Personal Touch)

N o, Absolutely not
This has been a very
interesting in the term "Highway Robbery!"
The privatization of a freeway, using
the publicly-owned lands, is a mismanage-
dment of the resources at the state level.

My opinion: this was an easy way
for the state of California and Cal-
trans to escape their responsibilities
for widening the 91 Freeway through
the Canyon in Orange County.

With some very clever manipu-
lation, Orange County legislators
and lobbyists slipped this through
during the last days of a very long, tedious,
and frustrating session of the State
Legislature, with very little attention
given to it. Orange County managed
to escape its responsibilities for transit
improvement on the 91, thereby shifting
California tax monies to other
freeways such as I-5 and the 55 free-
way. It is, once more, an example of
Orange County not responding to the
needs of its own residents: traffic
might have been less congested if Orange
County had fulfilled its responsibility by
providing affordable housing.

The lack of affordable housing in
Orange County for the middle-class has
casted Orange County residents to flee
to Riverside County in order to
obtain their dream of home ownership.
We welcome those residents. Indeed it
is my personal goal to continue to sup-
port those who have a dream of own-
ing a home.

I am also committed to enticing
Orange County employers to River-
side County so that former Orange
County residents can work here and
not have to pay a toll forever!

You must understand there will
not be tolls in Riverside County.

I was opposed to the Toll Road
proposals from the beginning, and I
was one of the three (CRTC Board
Members) who voted NO on the
Memorandum of Agreement to legis-
late the " illicit act."

In fairness, I will say that the final
version of the Memorandum of Agreement was far
more beneficial to Riverside
County than the original proposition.
However, it still does not make toll
roads palatable to me. It still stinks. A

Sen. Robert Presley

Barter Exchange

1678 North "E" Street
San Bernardino, CA 92408

FEBRUARY 1992

INLAND EMPIRE BUSINESS JOURNAL • PAGE 13

Should Riverside County residents pay an increased sales tax for adding carpool lanes and then have to pay a toll when hitting the Orange County border? However, it still does not make toll roads palatable to me. It still stinks. A

Do not hallucinate.

FEBRUARY 1992

INLAND EMPIRE BUSINESS JOURNAL • PAGE 13

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The right phone equipment for your business.

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Many Groups Eyeing Business as Source of Funds to Balance Budget

R ecent studies by governmental and private groups make clear that the bold 1986 Immigration Reform Act did not see the flow of undocumented labor from Mexico to the United States. Although estimates vary, some pointed to foreign workers as the solution. A new study by the California Chamber of Commerce is suggesting that the answer to the problem will remain elusive until strong business leaders take an active role in solving the problem. The Chamber's report, "Labor and Immigration: A Strategic Analysis of the State's Economy," concludes that the business community needs to take a more active role in addressing the problem of undocumented labor. The report makes several recommendations, including:

- The business community should take a more active role in addressing the problem of undocumented labor.
- Business leaders should work with policymakers to develop more effective immigration policies.
- The business community should support programs that help undocumented workers integrate into the economy.

Areas of particular interest to the business community will be "front burner" issues during 1992. Among those are employers, compensation reform, the budget deficit, the balance of trade, and health care costs. The report notes that the business community needs to be more involved in these issues to ensure that strong economic growth continues.

Business leaders are being encouraged to take a more active role in solving the problem of undocumented labor. The California Chamber of Commerce has launched a campaign to engage the business community in the issue. The campaign will include a series of educational events and a series of reports on the issue.

By Julianne Nunez, P.D. (Chair, Committee on Immigration and Industrial Policy), S. Diego Business Journal (1170-1095).

Ask the California Venture Forum (170-1095)

Q: I'd really like to know what my company could afford to have it professionally appraised and my accountant doesn't have the time to tell me anywhere anything that I can do that I can understand.

A: If you're willing to spend about 15 minutes to answer a few questions, you might be able to utilize a general, but very practical and reasonably accurate method of business valuation. The key is the net income, not the gross cash flow...
Richmond Technology, Inc. was founded in 1947 in a garage in Highland, California by Harold and Ralph Richmond. Their business specialized in small, custom jobs for bagging and flexible packaging material. Initially, the company was very small, but during the 1950s it grew rapidly and moved from the Richmond's garage to a factory to a parking shed also located in Highland. Employment grew in the company as it began producing unique packaging.

Pink Poly, as it is called, was developed by Richmond's own Dan C. Anderson. In 1951, he was hired by the baby food industry to develop a product for the freezing of food. It was needed to be able to withstand freezing temperatures without breaking. Pink Poly, formed in 1951, is still to this day the company's most well-known product. It was developed under the leadership of the Richmond brothers. After a year in business, Pink Poly was purchased by Wilco, as it is called, in 1952. Nevertheless, the company continued to grow and was acquired by the Poly group in 1964. As the company grew, Pink Poly took the company nameChange its name to Richmond Technology. The company also changed its name to Richmond Technology, Inc. in 1990.

Today, Richmond Technology is located in a 155,000 square foot building in Adelanto, California. The company is an integral part of the high-tech packaging industry and is still headquartered in its original location. Richmond Technology is now an internationally recognized company that is an innovator in the flexible packaging field. The company's product line includes a variety of packaging solutions for the medical, pharmaceutical, and industrial markets.

The company has been able to attract a talented workforce, with many employees holding degrees from local universities. The company is committed to providing high-quality products and services to its customers. Richmond Technology's dedication to innovation and excellence has led to its reputation as a leader in the flexible packaging industry.
C

hanges in the retail industry, as we see today, can be traced back to the mid-seventies. Retail, like everything else, was on a continual growth campaign. More and larger regional shopping centers were being developed; thousands of strip centers were popping up every corner. Things were only going to get worse.

Retail Could Only Grow

Several prominent retailers were growing through acquisition of other retailers. Heavy debt loads were being created, LBOs were being financed using junk bonds, and the banks became very much involved.

Then everything changed. The savings and loan problems started to sur-


Inland Empire Keeps Clean

With the new Galleria at Tyler and the Moreno Valley Town Gate center still under construction, more retail square footage is now being generated than what the population could or would support even if the economy were in better shape.

The demand for retail square footage is not as clear-cut as it once was, and the government has made it clear that they will not support any more retail space. The government has made it clear that they will not support any more retail space.

Retailers Face a New Reality

Retailers face a new reality. The demand for retail square footage is not as clear-cut as it once was, and the government has made it clear that they will not support any more retail space.

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The government has made it clear that they will not support any more retail space.
Ontario "announced has announced firm's late founder, James Krista Jeannone, were presented with are currently juniors in the civil engineering 3.98 grade point average and is an active member in the Society and the National Engineering Honor Society. She is a member of the National Civil Engineering Honor Society.

The Sisters of the Charity of the Incarnate Word Health Care System is proud to announce the appointment of Mt. St. Schlesenberg as assistant administrator/chief financial officer for St. Bernardine Medical Center. Schlesenberg joins St. Bernardine from Queen of the Valley Hospital, 268-bed facility in West Covina, where he served as senior vice president/CFO for four years. During his tenure there he was responsible for all financial functions, including data processing, accounting, third-party contracting, materials management, and all business services. Prior to that, he held the position of vice president of finance for six years at Hoag Memorial Hospital in Newport Beach. Having nearly 15 years experience in finance, Schlesenberg received a bachelor of arts degree and a master's degree from the University of California, Los Angeles. He is an advanced member in the Healthcare General Contractors of California. Construction Awareness Program is a new account for Fleshman-Hillard as of January 1. Ready will monitor construction issues and trends, communicate industry positions to media, edit a quarterly tableau, and assist with any legislative initiatives affecting the industry.

If a business cannot hire area people because there is not enough water to support residential development, they may think twice about doing business here. How do you grow if you cannot bring in people? Ready pointed to a recent drop in the amount of water available to California due to the Central Arizona Project. Arizona has allowed California to use their portion of Colorado River entitlements, simply because they did not need it. "Now they do," says McBride. "The amount of water that we get from the Colorado River will be cut by 60 percent...enough to supply 3.5 million people for a year."

With a decreasing amount of usage from the Colorado River, Southern Californians will rely more heavily on the State Water Project, a canal that provides supplies for Southern California through a series of aqueducts and aquifers. "But even this project is not without its problems," says McBride. "Every day it seems that contamination levels in this water system is rising...especially in the delta area."

The only other available source of water for Southern California's lies in underground basins, but according to McBride, this supply is not dependable. Nature has replenished much of this water through rainfall precipitation, but we are to be careful, that we do not completely deplete this resource."

But today, according to many, the real problem is not water shortages, contamination or even the shadowing fear of drought today, the problem is one of quality. California has no definition of what is and what is not a reliable source of water. There are certain standards, but they are to be met. When someone picks up their telephone, they hear a busy signal. Should a case ever happen where the system becomes so burdened that one has to wait just to hear a dial tone, the Public Utilities Commission (PUC) is triggered to automatically add capacity to their equipment. Many feel the same precautions should be added to California's most vital resource...its water. "Limits need to be defined," says McBride. "It should be Angela such that when we drop below those limits, there is a requirement to add to the supply. I commend the district in planning to build the reservoir. This is one positive step forward, and it will put Riverside County residents and businesses in a safer position."

According to McBride, the bottom line is that if the state is going to continue to grow and have a reliable water supply that meets some kind of established criteria, supply issues will have to be considered and dealt with. "Conservation only takes you so far," says McBride. Supply will have to be increased, and we're going to have to deal with the fact that three-fourths of the water, from a surface standpoint, is north of Sacramento, and the biggest demands remain here in the south."
Fallbrook Winery very quietly released Chardonnay for the first time last month. A tiny Guyonson owned by the John Calvin family, it is produced 4,900 cases a year, a hill where gentle moonbreak sweeps. This small and rich producer, is, in Fallbrook is a delicious varietal character nestled (.1046) Carlsbad Scorecard. Even Pinot Noir (619)728-0156.

**/locale**

The Chardonnay produced a Fallbrook Rancheros. Fallbrook, Griswold's hill. Small Hill 41711. CA. Turning a Lunch or a George dinner party and Winery. NAPA: 728-0156. long story short. This is a delicious wine that tastes like that.

Gittins is not a case where the written words say more than usual. Drop me into the middle of an article on me wine, and I’ll know instantly what’s being talked about.” Leop Cabernet, Stag’s Leap Cabernet or simply Stag Leap Cabernet. Lawsuits and years of work determined the location (or absence) of that little apostrophe.

As you’re talking about Stag’s Leap Winery (apostrophe after the “s”) you’re talking about the property of Curt Dunn.

As you’re talking about Stag’s Leap Winery (apostrophe after the “s”) you’re talking about the property of Curt Dunn. Curse of the Pedroncelli.

If you see Stag’s Leap with no apostrophe, then it’s being used as an appreciation of one of several other wineries referring to a growing region in a specific part of Napa Valley. “Stag’s Leap” is also a mountainous conservation area that overlaps both wineries mentioned above and inspired all the names.

Back in the old days (early seventies) you could tell the two wineries not only by the place name but geography, but by the product mix. Stag’s Leap special in Petite Sirah and Chenin Blanc, while Stag’s Leap was best known for its Cabernet Sauvignon.

However, each winery makes a wide range of wines, as well as both the more than one variety of Chardonnary, Cabernet and Merlot, and others.

I won’t bore you with a recital of how the wineries came to use the same name. I will tell you that after years of litigation and cases about the names, they killed and made up (legally speaking) a few words back and really muddled their gingers and wines for a special lot to be sold. When the Kona Valley Winery is raised for money that. Once in a lifetime was a curious deli- ceous etchings and brought the fame.

That once in a lifetime was a curious delicious etchings and brought the fame.

To request a brochure or order tickets, phone: (714) 381-5998

**Inland Empire Symphony Orchestra**

Robert Dobrotich, Music Director.


Jeffrey Biegel, pianist.

**REACH OVER 126,000 OF THE INLAND EMPIRE’S Top Business Professionals Who Dine Out Over 4.5 Times Each Week**

**Dining & Entertainment Guide**

Inland Empire Business Journal

FEBRUARY 1992

**FEBRUARY 1992**

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In today's business climate, a turnaround situation is like treading water in a swimming pool on board the Titanic. You're surviving for a while, but if you do nothing about the situation, you're destined to sink.

In situations like this, companies will experience a continuous decay of profits and cash flow. Your objectives must be first to survive followed by a plan to enact a steady stream of profits and cash flow. Your two big questions are: how long can you survive? And, where will the money come from?

The following three steps will map you for a turnaround strategy for possible survival and rebuilding.

**Step One: Look at and Heed the Warning Signs**

Warning signs involve cash flow and profits. You must first accurately define the magnitude and timing of the problems warning signs in order to define the priority and urgency of the solutions.

Your objective in this step is to look at symptoms that may trigger warning signs. Then consider the following: significant changes and trends in sales, costs, expenses, G&A, assets, liabilities, equity, head count, management to worker ratio and plant obligations, accounts payable, debt service, taxes, contractual obligations, severance pay, contracts, and cash flow. What about employee terminations? These often involve severance pay, so you must consider the value of the employee in terms of cash flow gained. Can you easily replace their skills? Will they consider coming back? Attempt to renegotiate union terms to improve cash flow and to see if severance pay can be deferred providing for a layoff rather than a termination. Also, get layoffs over in one day. Don't let them drag on—you don't want to live with the negative impact. Performance of each individual is key to layoffs. Are there a select few that contribute to a majority of the profits?

**Step Two: Determine Your Urgency Level**

Once you have defined the warning signs, you must now determine the urgency of the solutions required.

Urgency Level 1: You cannot pay your bills next month. The bank will either call your line of credit, put someone else in charge of your company or you may have to file for bankruptcy.

Urgency Level 2: Your current cash flow, profits and reserves will allow you to survive for three months before closing your doors.

Urgency Level 3: Your current cash flow, profits and reserves will allow you to survive for six months before closing your doors.

**Step Three: Decide on the Hard Solutions and Implement them Now**

Your personal ability to make hard decisions and implement workable solutions are big factors involved in solving this problem. If you're not a good decision-maker or implementer, hire a third party to help make and implement crucial decisions. Above all, inform your employees, suppliers, vendors, distributors and reps of your plan to survive... and keep them informed on your progress. Without the backing and support of your people, your entire empire could collapse overnight.

Level 1 Urgency Actions must be immediate and with survival in mind. Cash is your number one priority. The most immediate sources of cash are balance sheet items and cash on hand.

Consider financing or refinancing assets, shortening or selling your accounts receivables, reducing your inventory and extending your payments to vendors and suppliers. Have a quick liquidation sale of excess assets, materials, parts and equipment. Raw material profitability to sell more than finished products, simple parts are easier than complex parts. Also, renegotiate lines of credit and vendor terms. Purchase ONLY what you need to service your backlog of orders. Do not be concerned about quantity discounts. Reduce what is purchased as well as what is CHILLED GATED to purchase. Get rid of the expensive autos, boats, airplanes, credit cards, high salaries and country club bills.

A turnaround situation is like treading water in a swimming pool on board the Titanic.
Frank Sinatra, Ann Jillian, Tony Selleck, Kirk Douglas and Jimmy Connors are the mid-

day celebrities who make Chica-
go's Omni Ambassador East hotel
their refuge. The Ambassador East is not, of course, a living thing. It is one hotel in a
city that has hundreds of hotels. Some of them are bigger. Some of them are newer. But there are fewer hotels anywhere that have had a life as
lively as this one.

I had the opportunity to stay at the Ambassador East for three days just before returning home to Iowa for Christmas. The very bed I mitted in had been occupied by Bill Cosby only a few weeks before. My stay was an experience I'll never

Tabled. "The Office Swivel," my spacious room on the 16th floor lacked nothing in style and amenities. The main featured intricate woodwork, a marble bathroom and a spacio-

ous closet. Special amenities included fresh flowers and live plants, feather

pillows, a down comforter, bathrobe, two-line phones, a generous stocked minibar, alarm clocks and remote control television—not to mention my own dining table with giant mirrors, chandelier and an

one story stretching far into the history of Chicago, and its own life with triumphant and trials, sheltered by days. A

FEBRUARY 1992

We'll do whatever it takes
to juice up your meetings.

We'll do whatever it takes
to juice up your meetings.

Well do whatever it takes
to juice up your meetings.

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Inland Empire Real Estate Ranks
Top in Nation

This nationally
and nationally
in absorption.

The Inland Empire's
and continue to
for the Inland Empire's
inherent economic

The Inland Empire
will lead the nation
in rate of population
growth with the
addition of more
than 400,000 people
to the area by 1995

The rules of money
The world is reinvented before our

What guarantees are there
for investors in real estate?

Money is going through
its diet of shocking

The marketplace becomes
an afterthought. The last
factor that went into the
equation for investment was
whether there was a

Inland Empire
Building & Development

Goodkin on Real Estate
There Is Nothing New Under the Sun...
...Except Real Estate

As one of the foremost real estate advisors in
the world, Sanford R. Goodkin has consulted
with the largest domestic and international
developers and investors. Over the last 35 years,
Mr. Goodkin has been involved in real estate projects valued in excess of $30 billion.
The following story is an excerpt from Sanford's third and fourth quarter report on the economics of real
estate including a glimpse at the Inland Empire as one of the top projected growth areas in the 90s.

The Rules of Money

Money is going through its diet of shocking
evolution, it has slipped the future and
hates the aftertaste.

What guarantees are there for investors in real estate?

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investment was whether there was a
The New Order of Things

1. All real estate development must be proven socially and economically beneficial.
2. Such business plan should identify the specific market segments which will be targeted.
3. The consumer's ability to pay cost of the product is essential because a product costs something, does not mean a consumer is willing to pay. That is such a fantastic mystery, as other persons with other demand must have the demand again.
4. You must know the borrower's motivation, track record, depth of management experience and natural costs and profits. A bargain is not proof that a loan or investment should be made. There must be a market for it.
5. There has to be analysis as to how competition may assume the same product and services. If there is a vast availability of used land and easily accessible money, then it exists. It is just price.
6. The opposite will be the case where there is growth, but a supply glut for environment.
7. As long as the government disarms, the marketplace and the RTC threatens to dump product, new offices and offices will not receive favor from lenders, nor should they. Recovery — while varied from place to place — will generally be expected to happen no easier than disorder — especially if looked at from an open equal basis.
8. Areas generating the employment which may justify future office space are Los Angeles/San Jose, Riverside/San Bernardino, Northern California coastal and linked, Texas markets, Chicago, Dallas, Philadelphia, and Minneapolis, Paul. The saturation in most other places will remain static and will not receive favor from lenders.
9. Too long, more sophisticated investor money will come into residential land and product, in terms of less land, less development, public stock and sales capacity — both short-term and long-term. Funds which never thought about residential will discover new terrain. Even though there are cycles in residential real estate, they are short-term. Residential developers have more flexibility and potential in the product, and panelize, can be better executed.
10. Retail will go through tremendous levels of firsthand experience, regional shopping increases, smaller, consumer, power centers and malls. It will remediate the decade of façade and muse. There are fundamental changes in the market.

Mechanics National Bank

More workers have both smaller classes and incomes. It isn't just the survival of the fittest. Real estate is not based on the basic values of the marketplace and the RTC threatens to dump product, new offices and offices will not receive favor from lenders, nor should they. Recovery — while varied from place to place — will generally be expected to happen no easier than disorder — especially if looked at from an open equal basis.

The recession is one manifestation of the structural changes now occurring. The way in which the business is being transformed. We are not, however, suggesting that the way we are going to expand our business is going to be easier. The answer is that the basic values of the marketplace and the RTC threatens to dump product, new offices and offices will not receive favor from lenders, nor should they. Recovery — while varied from place to place — will generally be expected to happen no easier than disorder — especially if looked at from an open equal basis.

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<th>Address</th>
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<th>Completed Square Feet</th>
<th>Available Square Feet</th>
<th>Planned Square Feet</th>
<th>Year Project Started</th>
<th>Street in Lobby</th>
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<td>J. Nasir C. Westmeyer</td>
<td>Greub &amp; Ellis</td>
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<tr>
<td>One Lakeshore Center</td>
<td>551 E. Eguire increasing development in the Inland Empire. It is an industry that is undergoing both technologically and cost-cutting changes. Jose Gama is the regional vice president for Pramann &amp; Associates' Riverside office. He is responsible for the overall operations of the company excluding civil engineering, residential planning, land planning, surveying, and code compliance. In an exclusive interview with The Inland Empire Business Journal, Gama explains land planning changes now happening in the Inland Empire.</td>
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<td>11,300</td>
<td>None</td>
<td>1989</td>
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<td>One Two Vanderbilt</td>
<td>100, 201 S. Vanderbilt Way, San Bernardino, CA 92408</td>
<td>San Bernardino, CA 92408</td>
<td>91,000</td>
<td>16,000</td>
<td>148,700</td>
<td>1994/1998</td>
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<td>Havenvue Financial Center</td>
<td>137-179 Pomerado Center Dr., Rancho Cucamonga, CA 91701</td>
<td>Rancho Cucamonga, CA 91701</td>
<td>84,431</td>
<td>19,536</td>
<td>None</td>
<td>1985</td>
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<td>Arrow Haven Corporate Park</td>
<td>8127-2877 Aveneco, Rancho Cucamonga, CA 91730</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>84,000</td>
<td>65,000</td>
<td>None</td>
<td>1991</td>
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<td>Kelbasa Business Center</td>
<td>3733/500 Western St., Ontario, CA 91761</td>
<td>Ontario, CA 91761</td>
<td>85,990</td>
<td>21,645</td>
<td>None</td>
<td>1987</td>
<td>5</td>
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<td>Baker Plant Office Plaza</td>
<td>3800, 2901 Iowa Ave, Ontario, CA 91761</td>
<td>Ontario, CA 91761</td>
<td>80,000</td>
<td>11,000</td>
<td>137,000</td>
<td>1998</td>
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Ted Dutton is known by many as a mastermind in the business of redeveloping. Once a buyer and seller of Ontario apartment complexes, Ted ventured into large-scale land acquisitions. In the early 1980s, he engineered the bond takeover and acquisition of the defunct Ontario Motor Speedway. Today, the intersection of Haven and Ontario Expressway, where the racetrack once stood, is the center of what may soon be an entirely new community—commercial offices, homes, schools and businesses. In an interview with the Inland Empire Business Journal, Dutton explains why he picked the money to buy the speedway, how he did it and why he believed in it. To the Inland Empire, Ted Dutton certainly knew the art of the deal.

Ted Dutton is A:known bJ man y rta developed...,entured engineered tilt the money did Inland Empire, $25 million dollars. The city of Ontario, while they didn't have any funny thing ... those bonds are something you can't do today—they were Speedway was the they never never had another Th...Ontario. We had big offices in Beverly Hills. I think they felt all they had to do was open their doors for business, then go to lunch—someone else can take care of the rest...well that's the fastest formula to going broke that there ever was.

Ted Dutton: Well, it was kind of a significant thing...I was president of the Chamber of Commerce, and I was really working hard to promote the area.

IEBJ: What were you doing in the area at that time?

Dutton: We were a management company, and we owned a large apartment complex in Upland and a large apartment complex in Ontario. We had built some condominiums and we had a number of smaller buildings—two or three stories high and 30 to 50 units each.

IEBJ: Who called the meeting of the bondholders?

Dutton: Some guy had a bunch of bonds...I don't even remember his name, but he had an original list of the bondholders. But remember, they were bearer bonds, so if you had bought a bond, it had your same address on it, if you gave that bond to me or sold it to me or sold it to John Jones, the only record they had was you. Well, obviously, someone had taken it upon themselves to call up the people on the list and say, "We need to have a meeting."

IEBJ: Did Bank of America have a similar impact?

Dutton: I'm not so sure that it wasn't them that called the meeting in the first place. The purpose, of course, was to inform the bondholders.

IEBJ: So all these people have a share in this facility.

Dutton: That's right, but keep in mind that you have $25.5 million of bonds and the smallest bondholders were $5,000 bonds—some people had $10,000 or $20,000 worth of bonds. A lot of people bought them for keepsakes. They were like coupons—you clip the coupon, and you got a $70 dividend every quarter or something like that. If you took the coupon in to Bank of America, they gave you the money. Unfortunately, Bank of America didn't have the money to keep paying these bondholders.

IEBJ: What happened at this meeting?

Dutton: Well, I went to the meeting and there were probably 200 people there. I came to find out later that the actual list had contained some 170 bondholder names—from all over the U.S.

IEBJ: What did you observe?

Dutton: I was standing in the back of the room while they gave a big picture of what was happening (the meeting was held right over at the speedway). There was another fellow standing by me named Don Wheeler. He was from New York. Obviously, he had bought some of those bonds and was there to see what would happen—keep in mind this is 690 acres along a mile and a half of freeway frontage on the outskirts of Los Angeles and next to an international airport—it should have some potential value. So Don and I started talking about how we could buy this property. We go into the meeting after the meeting and we had our first offer to Bank of America for $10 million to buy the facility.

IEBJ: You were probably a little low.

Dutton: Yes, they obviously turned us down. They didn't have any way to get hold of all the bondholders. So they turned to the bank and they said, "Look, you guys are out at $10 million they'd be paying about 35 cents on the dollar. But the problem Bank of America had was that they'd be paid less than 100 cents on the dollar, they would not be interested in purchasing the property because they would not be able to pay the bondholders.

Dutton: Well, no one knew that it would be a challenge. This is particularly difficult with respect to land planning, since there are many variables outside of our control, such as financing, governmental regulations, and environmental issues. To remain competitive, we need to work toward streamlining the planning process; developing innovative, cost-conscious planning and engineering solutions, and remaining at the forefront of new technologies for improving our efficiency and quality. At the same time, it is essential that we continue to provide excellent service both to the client and the community.

IEBJ: What changes do you foresee happening in this industry over the next several years?

Gama: Over the next few years we will move out of the economic downturn we are currently experiencing. However, there will likely remain a reduced availability of funding for our urban environment.

Ted Dutton: The future of the Inland Empire has been in the area of housing. However, we need to make sure that there is a balance between jobs and housing. It is important that we begin looking at creative planning solutions which will attract new business, minimize urban sprawl, and control traffic.

IEBJ: Today, what new methods are being used to fast-track development in the Inland Empire? Can approval time be shortened?

Gama: One of the most effective ways of expediting the planning process is to establish a cooperative relationship between the developer, the community, and the public agencies. This approach allows for open communications between the various groups and reduces opportunities for conflict and misunderstanding.

As part of our initial investigation for a project, we identify significant environmental or community concerns that must be addressed. By incorporating these issues early into the planning process, we can avoid or mitigate problems that could arise later. We propose a plan for an area that would benefit the community in which a project is situated and is conducive to the needs of the surrounding area. This approach seeks to streamline the approval process and reduce resistance to development.

We have identified several key areas where improvements can be made to the current process. Firstly, we have found that the current process is too lengthy and complex, which can lead to delays and increased costs for developers. Secondly, we have identified areas where the process can be streamlined, such as by integrating more electronic communication between parties. Thirdly, we have identified areas where the process can be made more transparent, such as by providing more information about the development process to the public.

In conclusion, we believe that by working together to create a streamlined process, we can reduce the time and cost of development. We are committed to making the process more efficient and effective for all parties involved.
country—and remember, these were bonds and they were not even paying interest. I'm sure many were lost or even thrown away.

IEJ: Sounds like you faced a mission impossible...

Dutton: Well, there was an old boy in Kankas City who had been communicating with the bondholders—not only did he have a list, he had been buying bonds at 10 to 20 cents on the dollar...and that's all he did. He didn't have anything to do, so he'd write to them and say "I'll give you 10, 20 or 30 cents on the dollar." He figured that eventually that land would be worth something, and he could use the bonds—it was kind of a retirement plan for him.

He had bought about $5 million worth of bonds, and his list was about as current as you could get it. When people said "so", he'd wait six months and send them another letter. And it was regular business. Every month someone would send him a bond...mean maybe it was your granddad that gave you the bond. You had no initial investment, and somewhere someone's got to give you $1,500 for it. Since you weren't getting any interest on it, anyway, why not send it in?

IEJ: So you made the deal and what happened then?

Dutton: At this point, Bank of America said, "Well, you're going to have to put up some money," so we put up $150,000 for a 90-day option in order to accomplish this. Doing this time we also had to come up with $1.5 million. We found Oliver Grace back in New York. He backed the deal for us. We then started out to market this property. We made a deal with Coldwell Banker. We contacted Phillips Land, Chevron Land, and about 15 different entities about buying this property. So happened that Chevron Land was in the market for acquisition, so we made a deal with Chevron to buy us out of the deal. It all closed simultaneously in 90 days.

IEJ: How much money did you make?

Dutton: Well...Chevron has been working diligently at it, and there is still a tremendous amount of empty land. You know there are 17,000 acres of vacant land between Ontario, Rancho Cucamonga and Fontana. And if you were to develop that at 30 acres a year, that's enough land to last for the next 60 years.

IEJ: So, what else is new?

Barton: That's right...Chevron is a large company. They don't do things on spec because they don't have to. They build a quality project and it may take some time. Had been a smaller company, things may have moved faster. However, I don't think anyone can complain.

IEJ: How big is Chevron?

Barton: Gigantic. They have several entities. This property here was acquired by their land and development division. They have formed the Ontario Center as another separate company. Understand that Chevron, with all their assets, could have easily thrown a force around the whole thing and let it sit. They are moving slowly on this and are very methodical in what they do...but I guess if I had their money, I'd be just as methodical as they are...

By Philip L. Dinsmore, Inland Empire Business Journal

Lands of the Invincibles

The excitement is "building" south of the Moreno Valley Freeway (I-60) between Frederick and Day Street, where development of the Moreno Valley Mall at TownGate is progressing steam.

After five years of planning and negotiating with major department stores, construction of the 1.3-million square-foot regional shopping mall began taking on definite form as evidenced by several foundations, seen from the freeway.

Lee & Assoc. Represents Landlord, Tenant in $2.5M Riverside Lease

Lee & Associates Commercial Real Estate Services represented the Orthopaedic Medical Group in the 10-year lease. The medical group will occupy the west end floor of the Community Professional Building in the Canyon Springs Regional Center.

Orthopaedic Medical Group, in existence since 1965, specializes in orthopaedic treatment, physical therapy and occupational medicine. OMG has locations in Colton and Riverside.

C.R. Tipton, Development, Pontegade Properties...and Mary E. Collins, executive assistant.

C.R. Tipton, Development, Pontegade Properties...and Mary E. Collins, executive assistant.
WE REALLY MEAN IT.

1992 is going to be a great year for a lot of reasons, but chief among them is the fact that we're going to make it a great year. You see, like many of you, we're tired of hearing the steady drumbeat of doom and gloom. And so quite simply, we choose to march to a different tune.

THE "RECESSION" IS MOSTLY PSYCHOLOGICAL

It's just our opinion, but we really do think it's true. First, let's realize that a recession is simply a series of government and economic indicators that have fallen rather than risen for two or more successive quarters. Sometimes these indicators can fall as little as .001%, and while we can't speak for you, we have a pretty tough time telling the difference between something that is level versus something down .001%. And when the media fills our heads with a steady diet of bad news, people begin feeling down about their prospects and before you know it, we have a self-fulfilling prophecy. Admittedly, there are some business categories that are "soft," but that's just business. The point is, it's what you make of it, not what it is.

THE HARDER YOU WORK, THE LUCKIER YOU GET.

We're not sure who coined this little pearl of wisdom, but we think it says a lot about what you can do to build your business success. Don't subscribe to negative information. Maintain a positive outlook and it will rub off on your customers, prospects and employees. And most of all, you need to tell people what you do, and what you want them to do. Advertise aggressively.

1991 WAS ACTUALLY A GREAT YEAR FOR OUR CLIENTS.

It's a fact. 9 of our 10 full service clients actually enjoyed an overall sales increase during 1991. Now honestly, we can't take all the credit for this, nor do we want to, but the fact is that quality advertising programs combined with hard work and good sales efforts produced real results. And 1992 will be even better. We'll work harder, work smarter and as always, try to find innovative ways to help our clients take their products to market. If you'd like to know more about how we can help you make 1992 your great year, give Steve Holt or Mike Stewart a call at (714) 941-7022.
Inland Empire
Building & Development

Rancho California Industrial Market Tightens

Land Sales Increase, Absorption Up, and Construction Down

INDUSTRIAL LAND SALES AND LEASING

Industrial land sales and leasing activity in the Rancho California (Temecula/Murrieta) area remained strong throughout the first half of 1992, with the momentum increasing in the first quarter of 1992. Rancho California, a 97,000-acre master-planned region in southwest Riverside County, was one of the fastest growing areas in the country in the '80s, and we are seeing an influx of goods and services that will support growth.

At the current rate of absorption, by the third quarter of this year we are expecting to see a lack of supply in the 6,000 to 20,000 square foot range of industrial building space. With the credit crunch, there was virtually speculative development in the last year, creating a demand for new product.

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Southern California conserving water, staying green, saving greenbacks

Water costs are rising. Mandatory cutbacks are damming up a once-plentiful flow by as much as 50 percent. How do you keep thousands of acres of existing parks, campuses, and greenbelts green, and do it with a lot less water?

In the Inland Empire, a growing list of municipal, institutional, and private organizations are turning to an exciting, emerging technology called central control. Central control is a computer-operated, smart irrigation technology that directs the watering of private-operated systems or the entire network. Computer operators communicate with one another via telephone or radio signal. Central control also dramatically reduces labor. When it rains, a few simple keystrokes can turn off a multitude of controllers in dozens of remote locations. When the weather clears, a few simple keystrokes reset them. Central control dramatically cuts waste and runoff as well. Since just the right amount of water can be delivered to a particular plant's location, runoff and waste are significantly reduced.

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San Diego Wild Animal Park is converting its irrigation system to central control. Just 20 percent underground, the completed section is yielding a 30 percent water savings. This will put one of the park's 200 controllers under the central command of a desktop computer. San Diego Wild Animal Park can also use other options to help keep their irrigation management to a fine edge.

Landscape Irrigation Coordinator Daryl Green spot checks the fully automated, solid-state weather station at Coto de Caza, California. Advanced systems like this one record and compute the Evapotranspiration (ET) factor—a measure of moisture loss by both evaporation and transpiration. Daryl also tracks temperature, relative humidity, solar radiation, wind speed and direction. The station's data is transmitted daily, direct to the computer-controlled irrigation systems. The systems automatically adjust themselves to the changing climatic conditions reported by the remote weather station. Coto de Caza residents can call in for a recorded, daily weather message from the station that helps them adjust their own home irrigation to the latest weather conditions.

Flow monitoring is another option. This process, using computer software and field-installed sensors, monitors irrigation flow. This option can cut off water supply to an area instantly if a line breaks. Flow monitoring alone can save thousands of dollars worth of water and potential landscape damage.

No single, large-scale irrigation system would be complete without its very own self-contained, solid-state weather station. This valuable option helps fine-tune watering schedules to the ultimate degree. The unmanned, readily located unit constantly samples and stores data on weather and atmospheric conditions that affect evapotranspiration, Evapotranspiration, or ET, is the amount of water lost by the soil and plants due to the wind, humidity, air temperature, and solar radiation. A computed ET value feeds into the computer system automatically every day. The computer then adjusts all the irrigation clocks according.

The weather station at the Masters Association of Coto De Caza controls all of the 4,000 acres under association care, and allows residents to call a special telephone number to receive up-to-date weather information.

From October of 1989 to October 1990, Coto de Caza reduced normal water usage by 45 percent and saved more than $60,000. Maintenance costs were reduced $6,000 a month. Other savings just fall naturally into line.

Masters new home is reserved for superb quality, extraordinary design and exceptional location.

In no secrets, there has never been a better time to purchase a new home. Add to this the Master Value Commitment, a whole new, vastly enhanced opportunity suddenly enters the picture. This commitment is to add a flat new home value on the market, and offer it with a variety of flexible financing plans. Each new home is reserved for superb quality, extraordinary design and exceptional location.
The California Public Employees Retirement System Board of Administration has allocated a $225 million investment pool for California housing.

The preceding-settling move by the nation’s largest public retirement fund will pump new investment capital into the housing market and lead to the construction of thousands of new single-family homes.

Controller Davis has advanced a “California first” investment strategy for the past five years as a sound policy to protect CALPERS members and help strengthen our economy. "I have long believed that CALPERS can earn a handsome return by investing in California," Davis said.

As investors, this is an opportunity to fill the financial void created by a national credit crunch. I congratulate my colleagues on the PERS investment committee for hammering out this critically-timed stimulus for the California housing market.

The $225 million allocation represents the first step in what is likely to be a growing area of CALPERS’ investment activity. Controller Davis indicated he would call for increased investment in California housing when the CALPERS Board reviews its housing portfolio in six months.

"We know there is substantial pent-up demand for housing," Davis added. "This is a win-win situation. It creates jobs, builds houses, and represents a good investment in California’s future.

Davis noted that as much as $1 billion in private capital could be leveraged with the CALPERS investment.

Building Owners & Managers Association Honors Members

The Office of Executive Education at the Graduate School of Management, University of California, Riverside, presents

INLAND EMPIRE REAL ESTATE:
"Opportunities in a Time of Crisis"

Friday, February 28, 1992
9:00 A.M. to 5:00 P.M.

Topics of Focus:

• Current Inland Empire Real Estate Market
• Financing Opportunities
• How to Finance Projects with Money from Foreign Investors
• Current National and Local Economic Trends
• Creative Restructuring of Real Estate Projects: How to Avoid Foreclosure

REGISTRATION: $95 (including Luncheon)
CONFERENCE SITE: The Riverside Sheraton Hotel
NETWORKING RECEPTION: 5:00 P.M.
For Reservations or Information Call: (714) 787-4592
REGISTRATION MUST BE RECEIVED BY: MONDAY, FEBRUARY 17, 1992
**RIVERSIDE, CA** — Framing is now underway on the exceptional new luxury residences at Meeker’s Emerald Ridge community in the master-planned Canyon Crest Hills area of Riverside, signaling the joint venture partnership between Time Yen Investment and Development and Meeker Development.

"Few communities are keeping pace with the increasing demand for immediate occupancy in the new home market, and that is why our pro-active construction schedule will give Emerald Ridge a competitive edge in the coming months," said George R. Meeker, president of Meeker Development.

"Several homes are centered in large, comfortable, open floor plans that range from 2,116 to 2,611 square feet, providing a secluded haven for safety. In addition, select homes will feature a convenience-oriented layout that targets efficient meal preparation. Each well-planned center offers a combination continuous-cleaning gas overmount with microwave and a multi-cycle dishwasher, and such style elements as ceramic tile countertops and furniture finished on cabinet a large pantry. A bay-windowed breakfast nook promotes informal family meals.

Upstairs, luxurious master bedrooms feature a secluded haven of relaxation to counterpace the pace of the workweek. Each elegant retreat is centered in large, comfortable, open floor plans that range from 2,116 to 2,611 square feet, providing a secluded haven for safety. In addition, select homes will feature a convenience-oriented layout that targets efficient meal preparation. Each well-planned center offers a combination continuous-cleaning gas overmount with microwave and a multi-cycle dishwasher, and such style elements as ceramic tile countertops and furniture finished on cabinet a large pantry. A bay-windowed breakfast nook promotes informal family meals.

Emerald Ridge’s tranquil neighborhood environment is complemented by a variety of Mediterranean and traditional exterior designs, capped by fire protective concrete tile roofs for safety.

Meeker Development, established by George R. Meeker Jr., is an independent developer and homebuilder with a proven track record of construction success and strong financial standing. Following 25 years as one of Southern California’s largest and most financially sound developers, Meeker Development is continuing a tradition of excellence that spans three generations in the building industry.

Meeker Development offers a variety of outstanding new home communities throughout Riverside and San Diego counties. To visit Emerald Ridge at Canyon Crest Hills from the Riverside (91) Freeway, turn northbound on Central Avenue and continue to the street changes to Alessandro Boulevard. Turn left on Mission Grove Parkway, then left on Cottontwon Avenue to the sales center. From the Pomona Freeway (60), proceed south on the Foothill (215) Expressway. Exit west on Alessandro, turn right on Mission Grove, and left at Cottontown.

Homebuyers may tour the elegantly furnished Emerald Ridge model homes daily between 10 a.m. and 5 p.m. For more information, call (714) 780-4477.

ic wood-burning fireplaces. Custom-quality features display Meeker’s commitment to value and superior craftsmanship, and include solid oak railings, dramatic vaulted and tiled ceilings, window seat, architectural plant shelves, raised panel interior doors, decorative lighting fixtures, and central air conditioning and heating. In addition, select plans feature a convenient wet bar.

Emerald Ridge’s gourmet kitchens feature a convenience-oriented layout that targets efficient meal preparation. Each well-planned center offers a combination continuous-cleaning gas overmount with microwave and a multi-cycle dishwasher, and such style elements as ceramic tile countertops and furniture finished on cabinet a large pantry. A bay-windowed breakfast nook promotes informal family meals.

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Upstairs, luxurious master bedrooms feature a secluded haven of relaxation to counterpace the pace of the workweek. Each elegant retreat is centered in large, comfortable, open floor plans that range from 2,116 to 2,611 square feet, providing a secluded haven for safety. In addition, select homes will feature a convenience-oriented layout that targets efficient meal preparation. Each well-planned center offers a combination continuous-cleaning gas overmount with microwave and a multi-cycle dishwasher, and such style elements as ceramic tile countertops and furniture finished on cabinet a large pantry. A bay-windowed breakfast nook promotes informal family meals.

Emerald Ridge’s tranquil neighborhood environment is complemented by a variety of Mediterranean and traditional exterior designs, capped by fire protective concrete tile roofs for safety.

Meeker Development, established by George R. Meeker Jr., is an independent developer and homebuilder with a proven track record of construction success and strong financial standing. Following 25 years as one of Southern California’s largest and most financially sound developers, Meeker Development is continuing a tradition of excellence that spans three generations in the building industry.

Meeker Development offers a variety of outstanding new home communities throughout Riverside and San Diego counties. To visit Emerald Ridge at Canyon Crest Hills from the Riverside (91) Freeway, turn northbound on Central Avenue and continue to the street changes to Alessandro Boulevard. Turn left on Mission Grove Parkway, then left on Cottontown Avenue to the sales center. From the Pomona Freeway (60), proceed south on the Foothill (215) Expressway. Exit west on Alessandro, turn right on Mission Grove, and left at Cottontown.

Homebuyers may tour the elegantly furnished Emerald Ridge model homes daily between 10 a.m. and 5 p.m. For more information, call (714) 780-4477.
Chicago Title

IN ACTION
WORKS IN PROGRESS

THE DEVELOPERS SHOWED CHICAGO TITLE TO ENSURE THESE PROJECTS BECAUSE OF OUR RELIABILITY & EXPERIENCE IN PROVIDING TIME-SENSITIVE TITLE INSURANCE PROCESSING FROM LAND ACQUISITION, THROUGH CONSTRUCTION, TO FINAL SALE. WE ARE PROUD TO SHOWCASE THESE WORKS IN PROGRESS.

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Inland Empire
Residential Homes & Communities

BEN RANCH-APPLE VALLEY OFFERS ACTIVE ADULT LIFESTYLE. Eagle Ranch in California, a large master-planned community for active adults, located in the Apple Valley Landmark community in Apple Valley, California, offers a variety of home styles and floor plans designed for the active adult who desires a low-maintenance lifestyle. Prices start at $94,000. For more information, contact Ben Ranch at (760) 257-8317.

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Inland Empire
Residential Homes & Communities

THE RELANCE COMPANY SPECIALIZES IN THE QUESTION OF "WHAT ADDED" SHOPPING CENTER OPPORTUNITIES TO ALL OF THE DEVELOPMENT IN AND AROUND THE I-15 Corridor, including the Rancho California Business Park. The company's master plan includes over 15 acres of retail, office, and hotel space, providing a variety of uses and opportunities. The developer and future tenants of an office site allow for excellent corporate identity in a tailored business setting with outstanding functionality. Contact Dan Goldberg and Charles Ross at Reliance Commercial, 1500 N. Main St., Suite 500, Rancho Cucamonga, (714) 996-1100.

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Inland Empire
Residential Homes & Communities

BRIAN'S AUTO SALES OFFERS NUMBER 1 PRICE 2 QUALITY, OPEN MONDAY THROUGH SATURDAY. They are leading the way in offering the best prices on new and used cars. For more information, contact Brian's Auto Sales at (909) 960-9354.

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Inland Empire
Residential Homes & Communities

Farther planned living with an exciting new perspective. Developed by Eagle Ranch Inc., a leader in residential development, this new community is designed to provide an exceptional lifestyle for active adults. The development includes a variety of home styles and floor plans designed for the active adult who desires a low-maintenance lifestyle. Prices start at $94,000. For more information, contact Eagle Ranch at (760) 257-8317.

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Inland Empire
Residential Homes & Communities

RANCHOS SAN JUANITO - PIKES TWO - TRACT LAND SALES. Rancho San Juanito is a 470-acre master-planned community. This planned community includes a variety of home styles and floor plans designed for the active adult who desires a low-maintenance lifestyle. Prices start at $94,000. For more information, contact Ranchos San Juanito at (760) 257-8317.

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Inland Empire
Residential Homes & Communities

TERRA VISTA RANCH, a master-planned community in the Inland Empire, offers a variety of home styles and floor plans designed for the active adult who desires a low-maintenance lifestyle. Prices start at $94,000. For more information, contact Terra Vista Ranch at (760) 257-8317.

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THE CHICAGO TITLE DEVELOPER SERVICES GROUP, a leading title company in the Inland Empire, offers a variety of home styles and floor plans designed for the active adult who desires a low-maintenance lifestyle. Prices start at $94,000. For more information, contact Chicago Title at (760) 257-8317.

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Focus on Meetings & Conventions
Airline Traffic Difficulties Impede Tourist Business Expansion in Coachella Valley

Brendan was the only person at this show waving the California flag. Arizona sent 26 people. Florida had a large contingent giving away orange juice. put down the costs of going to Europe, solely because of air travel expenses. Last year at the IEBTM, a big incentive travel show held yearly in Geneva, it was revealed that California is number one on the wish list of European consumers of destinations within the U.S. Even as Brenda was the only person at this show waving the California flag. Arizona sent 26 people. Florida had a large contingent giving away orange juice.

Tourism is one of California's major industries, but the indifference and lack of organisation of the state's financial leaders do not exploit the market that is there. Not only does the Coachella Valley economy suffer from this lack of respect for the potential income to be derived, the entire state is deprived of tax revenues. The report recommends that business and government leaders "lose focus to convince the airlines that the Coachella Valley is worth the investment..." As the area's only commercial airport, Palm Springs Regional Airport is attempting to improve this constrained situation. Richard O'Linn, chair of the committee, stated, "We are seeking out new carriers, as well as working with the existing carriers, to show the value of having this as a major destination point, rather than a secondary destination. We are working currently with Southwest, Northwest, American Delta, Untied, and we are working with an international carrier out of Mexico to show the viability of Palm Springs as an international destination. The ones that we are working with are receptive. Northwest has been most receptive. We are going to have meeting with Delta and Southwest within the next two months at their corporate headquarters."
The travel convention, and tourism industries remain an important part of our nation's largest industry and second largest employer. And in a time when jobs are becoming increasingly scarce, the travel industry is clearly an important national breadwinner. In 1990 alone, the U.S. Travel & Tourism Industry Bureau estimated that travel and tourism in the United States supported nearly six million jobs, creating new opportunities for both on- and off-the-job workers and minorities. Of these positions, many provided the "unskilled" worker with an opportunity for a personal and upward mobility.

There's no doubt about it—meetings and conventions mean big business for the host city. Year-in and year-out cities have the opportunity to book conventions that will stimulate their visitor industry. Through money spent on transportation, lodging, food, entertainment, recreation, and incidentals, these visitors have come to play a significant role in local economy. And area residents are direct and indirect beneficiaries of the travel and tourism industry. Even considering expenditures for guest services and promotions to attract visitors, conventions currently receive a considerable economic benefit.

Many cities, realizing the economic benefits of the visitor industry, have invested in a convention and visitor bureau (CVB) to effectively attract convention and touristic business. Most CVBs are private, not-for-profit organizations whose primary mission is to promote a city by approximately arranging conventions and meetings to the area.

A closer look at CVBs:

• The Greater Ontario Visitors & Convention Bureau, met the local area as a viable meeting/convention site. In addition, CVB's leads brought in a positive recognition and CVB's serves as the area's prime leads bringing in potential visitors and the associations that these businesses that have been around, all the while maintaining a positive convention/ meeting quality.

Possessing over 3,500 hotel accommodations, technically advanced conference facilities, and a flourishing hospitality industry, Ontario has rapidly become an optimum convention choice for meeting planners nation-wide. Another major reason for hosting a convention in Ontario is the ease of travel.

Focus on Meetings & Conventions

Meetings and Conventions Bring Big Business to the Local Area

Passing over 3,500 hotel accommodations, technically advanced conference facilities, and a flourishing hospitality industry, Ontario has rapidly become an optimum convention choice for meeting planners nation-wide.

The Ontario International Airport, just minutes away from many fine hotels, offers unequaled accessibility and efficiency. Ontario area's weather, and Ontario's location—situated near the "golden road" class to Southern California's major attractions. However, it is Ontario's commitment to providing the highest level of service and support to the meeting planner that gives Ontario a leg up.

Based on the International Association of Convention Visitors Bureau's national average, travelers spend $146 per delegate per day. Of the $3.8 million spent on delegates, an estimated $1,317,451 on shopping, $166,757 on transportation, and $151,025 on various other expenses.

Offering visitors the state of travel, Ontario International Airport stands unrivaled in its accessibility and efficiency.

The GOVCB specifically promotes the area as a meeting/convention destination to association executives and planners on both the state and national level. Additionally, the bureau has supported the amateur sports market. Attracting sports groups to the area has shown to be effective means of strategic marketing and business and filling rooms in the smaller hotels. Generally, athletic groups are representative of a younger clientele who bring along their families, coaches, and friends. Research has shown that the greatest Ontario area is readily equipped with the type of facilities that these groups are seeking.

To successfully promote the area as a convention/meeting site and attract these groups the GOVCB must utilize a wide range of marketing strategies. However, the Ontario area concept remains the foundation of all the bureau's efforts.

The GOVCB believes that much of its success comes from representing a personal touch when soliciting conventions. The sales staff contacts key decision makers using a non-aggressive, direct philosophy. This technique builds the credibility of the bureau and establishes a solid reputation with the meeting planners.

Enlisting future convention business, the bureau has an annual Familiarization Tour. This exclusive tour is a less formal than the GOVCB's and its members to provide opportunities for pre-convention partners to earn important first hand.

Trade shows are an important component in the GOVCB program as well as print ads and mail campaigns. The bureau also continues to produce many top quality publications which serve to support bureau activities, promote local interests, and inform visitors about the area and upcoming events. In addition to numerous brochures and other written materials, the bureau publishes an annual visitors guide. This Official Visitors Guide is an informative publication representing the bureau membership and local attractions. As the area's official publication for distributing information to convention planners, this guide continues to receive rave reviews.

Providing the meeting planner with vital support necessary to host smoothly-run meetings the GOVCB offers assistance in a variety of areas. During the 1990/91 fiscal year over 30,900 delegates were introduced to member goods and services through publications and informative materials provided by the bureau. In a year when numerous industries were facing with the challenges brought on by the state of our economy, the GOVCB had to be especially creative to stay competitive in the marketplace.

During the 1990/91 fiscal year, the bureau produced a 30% increase of qualified leads which served to link key meeting planners with member hotels. Meetings booked as a result of these leads brought to the area a significant number of business and convention travelers whose dollars enhanced the area's economy by over $3.2 million.

Based on the International Association of Convention Visitors Bureau's national average, travelers spend $146 per delegate per day. Of the $3.8 million spent on delegates, an estimated $1,317,451 on shopping, $166,757 on transportation, and $151,025 on various other expenses.

Looking toward a new year the GOVCB will continue exploring new avenues which will bring many more conventions and meetings to Ontario and the surrounding area. Any business that would like further information would be like to join the many other companies making TEAM ONTARIO a winner contact the Greater Ontario Visitors & Convention Bureau (714-948-3040) a.
The $60 Million Downtown

It could be the most ambitious project in Palm Springs' history...

A $60 million public-private program to transform a retail-entertainment downtown Palms Springs into a vital business center was approved by developers, business leaders, and the City Council in an effort to lure more tourists and encourage a more diverse and vibrant downtown area. The plan, called the $60 Million Downtown Project, is designed to attract new businesses and visitors to the city, as well as to improve the overall quality of life for Palms Springs residents.

Financing for one of the most ambitious projects in the city's history, which calls for planned development over three years, would come from a variety of sources but not the general fund...

The plan to re-do the downtown is a community that backs to Palm Springs' roots, when downtown was the heart of the city with a strong business district. The plan was presented to the City Council on Tuesday, and it includes a number of improvements to the downtown area, including:

- Revamping the streetscape
- Adding more green space
- Enhancing public art
- Improving public transportation

The plan would also include a $10 million investment in the Desert Water Agency to replace water mains along Palm Canyon Drive and Indian Canyon Drive.

Parks said that the plan is designed to improve the downtown area, and it is an addition to the $6 million investment in the Desert Water Agency. The plan includes a community that backs to Palm Springs' roots, when downtown was the heart of the city with a strong business district. The plan was presented to the City Council on Tuesday, and it includes a number of improvements to the downtown area, including:

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As health care changes, you will also need to know more about the different options available. You will need to understand the different types of health care plans, and you will need to know how to choose the right one for you.
The State of the Economy in the Coachella Valley

By Don P. Ackell
Publisher of economic newsletter: Wheeler's Desert Letter and Wheeler's Island Empire

The Coachella Valley has enjoyed unequalled growth during the 1980s in every aspect of the tourist driven economy. Although each in the last half of the decade—Cathedral City, Desert Hot Springs, Indian Wells, Indio, Palm Desert, Palm Springs, and Rancho Mirage—had a vision of growth during the last decade, the entire valley is considered as one market...one economy.

There was very little doubt in anyone's mind that this growth would continue during the 1980s and into the next century.

And then some hurdes were thrown into the path of growth...bank failures, a recession, the Gulf War, the Soviet debacle, the recession...and lastly...the drought and gloom of California, experienced, or perhaps overexposed by numerous new residents—businesses leaving California with promises from neighboring states who would look much rosier in their newly discovered Garden of Eden.

The Coachella Valley has been remembered as a year of many obstacles...a year that came to an end with two principal questions: everyone's on everyone's mind: when will this end? What will 1992 bring?

Let's look at the economic segments of the Coachella Valley and see what 1992 will bring.

Tourism

Tourism is the primary industry in the Coachella Valley and has grown dramatically during the 1980s. Almost all major destination resorts and hotels were constructed during the last decade. The number of hotel rooms has grown almost 50% since 1984, to almost 12,000 in 1992.

The 1991 tourist has taken shorter trips, spending an estimated 85,000 acres are suitable for agriculture in the valley, but present about 65,000 acres are planted. Total acreage has not changed much during the 1980s but a transformation has occurred with growth in grapes and vegetables--an increase of about 10% in acreage attributed to growth.

Although the 1993 total crop values are not available, 1991 was a bumper crop year for citrus, grapes, and melons. Grapes, the largest producer in 1990 with over $122.5 million worth of fruit, is expected to have a better year in 1991 with almost 100,000 boxes shipped, which is 27% higher than last year. Grape prices held well and should total $100 million in 1991—a record crop.

Vegetables and citrus, however, did not fare so well, and in this it is difficult to estimate the damage that the freezes and the white flies have done to these crops during 1991.

Projected agricultural crop production for 1992 takes a crystal ball that has no history to examine, a fact to believe that 1992 will suffer as much or as much as 1991.

Retail Sales

The phenomenal growth in the retail sector during the 1980s is attributable to a blossoming of several communities in the Coachella Valley and a new local economy into a year-round, year-round economy.

In 1980, the cities of Indio and Palm Springs contributed over 70% of all retail sales in the valley. Despite the fact that both of these cities have grown over 60% in total taxable sales since 1980, their share of the Coachella Valley's retail pie will account for less than 40% in 1991.

The communities of Cathedral City, Palm Desert, and Rancho Mirage consider the last decade and presently contribute over 50% of the valley's retail sales.

Total taxable transactions and retail sales in the Coachella Valley have increased over 100% during the last decade—twice that of California's increase of over 90%—to $1.7 billion in 1992. 70% of this is expected to be in taxable sales.

The growth in retail sales has been attributed to various major retail developments in the valley including Desert Fashion Plaza, Desert Palm Plaza, and Desert Hot Springs, while Wal-Mart is opening a store in Desert Hot Springs. The new switched phone number will be

Desert Springs Inns Ltd. Purchases The Villa Royale and Europea Restaurant

Villa Royale, the last of the Palm Springs inns owned by City National Bank, has been purchased by an international art management group operating in Europe. Palm Springs inns are closing at a rapid pace in the Coachella Valley.

Richard Gifilante, founder and chief executive of Palm Desert, Inc., and John Bent, managing the operation of the firm's other resorts, will be operating the Palm Desert Resort.

Construction/Housing

No industry has been as much affected by the Coachella Valley's economy as the housing industry. Palm Desert, at one time the world's largest producer in 1990, is now considered as one of the country's best, but presently about Desert Hot Springs, while Wal-Mart is opening a store in Desert Hot Springs. The new switched phone number will be

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Today colleges are flooded with applications, and in many cases, talented would-be college students are rejected because of insufficient SAT scores. Is this how we measure knowledge and potential in our nation? What is the real score? Are SATs poorly written, or are they just plain biased?

A variety of cultures have risen of passage from childhood to adulthood. The relevant question for the nation's future is: How many students who have their SATs taken are actually known because of the volume of applications submitted to colleges and universities is 2.5,000 per year.

Johnny is learning in as an example of Dixie Escrow Co., Inc. Nelsoo offers a huge inventory of computers and peripherals.

Lopes who received a prize for dinner for two at for his customer's needs, open and honest. Nelson feels the reasons for his success in sales is his sincere

Desert Business Journal

It's the newest innovation in laptop computers...and it's a laptop!

Tabbed, the "Powerbook" this tiny six-pound laptop provides more than 10 hours of battery life on a single charge. A key feature of this laptop is the ability to connect it to a desktop computer, allowing you to transfer files between the two devices easily.

Featuring a built-in Trackball-style mouse and Microsoft Works software, the Powerbook is designed to be used as a portable desktop computer for business or personal use. Its compact size makes it perfect for travel, and its durability ensures it can withstand the rigors of daily use.

I was amazed how much this little machine could actually store and do. It has a generous amount of "thinking room."

Now You're Talking Power

ic applications, three word processing programs, two spreadsheets, one game, 4,000 personal files and a 200-page novel I was editing. What more could I ask for?

The only difficulty I had with the computer was in running applications that were not on disk.

Perry, for example, is a popular disk-booting program that launches the advertising industry. Perry version 2.0 is still commonly used, but is not work well on the PowerBook.

You've been told that the Powerbook was much more secure.

The Apple Macintosh PowerBook represents an outstanding partnership of convenience, power and affordability. Designed for those who want solid Macintosh performance, but don't want to spend a fortune on a laptop.

I used the Powerbook while on Christmas vacation and was amazed by the capability of the machine. It actually stores a great deal of information and has more power than you'd think.

But what about the money? The Powerbook is pricey, but it's worth every penny.

Specifications: Macintosh PowerBook 140

- Two or 4 MB parity-enhanced, expandable to 8 MB, 1MB ROM
- Disk Drive: Internal 20 or 40 MB hard disk drive, built in 1.4 MB floppy disk drive
- Video Display: 640 x 400 backlit SuperView
- Battery: Nickel calcium, 2.5 Ah, 3-hour recharger with 30 minute quick recharge capability
- Ports: Keyboard, mouse, printer, modem, microphone, hard drive, scanner, various other devices.
- Keyboard: 3.0 mm travel keyboard, 18 mm pitch, 10.3 inch horizontal pitch.
- Modern: 2400 ANSI modem with 9600 baud speed capability.
- Weight/Dimension: 3.1 kg (6.8 lb), 286 mm x 255 mm x 57 mm (11.25" x 9.3" x 2.25"

GE Rental/Lease

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Thousands of Computers are Within Reach...When You Reach GTE

- A huge inventory of computers and peripherals.
- Daily, weekly and monthly rentals for any type of short-term project.
- Nationwide overnight delivery.
- Depot maintenance included.

Call Now! 1-800-GRENTS
In a complex system that invites bribery and political influence, students would likely benefit from some tax incentives provided to help them find a job. The system needs to be reformed to make it more efficient, equitable, and responsive to the needs of society. It is important that we move towards a fairer and more Just system that protects the hard-earned money of the taxpayers.

Workers' Compensation Fraud

Compensation fraud is a serious issue that affects businesses and society at large. It involves fraudulently filing claims for workers' compensation benefits or submitting false or misleading information to support a claim.

When making strategic business decisions, it is important to have a basic understanding of the tax consequences of various alternatives. This knowledge is essential for making informed decisions about investments, business structure, and other financial matters.

International Taxes and the Inland Empire: Four Pillars of Wisdom

An Idea Whose Time Has Come

(Continued from page 60)

Workers' Compensation Fraud

International Taxes and the Inland Empire: Four Pillars of Wisdom

(Continued from page 60)

The Inland Empire Needs Better Public Education for Less Tax Dollars

An Idea Whose Time Has Come

(Continued from page 60)

(Continued from page 60)
ENSURING YOUR COMPANY’S FAILURE
A Practical Guide for Running Your Business into the Ground

By Mary Ann Qua, CPA Vicari, Laid & Associates

The year has the potential of being one of the worst years business owners have experienced in a very long time.

Step 3 - Spend Abundantly

Purchasing power and count costs are no fun. Other expenses are cutting prices and making deals. Take a look at the things you may have stock up on inventory and supplies to last for months. Buy capital equipment you may need that was out of your financial reach.

It's even better if you have to increase the space you occupy to keep your inventory in. Or use it to create a new business. Now is the time to remodel your facilities and put in that fancy conference room you've always wanted.

Step 4 - Work Without a Budget

Budgets are for wimps. The process of projecting and monitoring your income and expenses for the coming months and years is just a lot of busywork. Although it might help you make decisions, budgeting takes time and money, and there are other financial results. It is much more interesting to put out fires as you ignite them and run on anticipation what the year will end like.

Step 5 - Ignore Bankers

Whatever you do, do not develop a meaningful relationship with your banker. Your business is running fine, so why make the call? You must continue to pay your bills on time because your bank may be more interested in your credit than you are. You can't argue about the impossibility of getting your loan. The growth of your business is your business, but you could even earn room and eatting facilities for yourself at one of our government's institutions.

Step 6 - File Those Business Statements Away

Everyone knows financial statements are a necessary evil, required only for tax purposes and by banks. Have you paid the bill on time? Financial statements may show trends and possible problem areas, thereby helping you to begin to take steps to correct the problem. If you do look at your company's balance sheets, you may notice that there are no changes. This is the time to review your business activities. Do you have new clients in your target market? What are your margins and profits?

The time is right for running your business to the ground. Current economic conditions provide the perfect excuse for your business failure.

Just What is an Accredited Ad Agency, and Why Should You Care?

The Inland Empire Regional Occupational Safety and Health Administration has begun enforcing S.B. 195 as required by law. Inspectors will begin on-site inspections immediately. Now, if they are called to a work site, you either have a right to an on-site inspection or an injury, inspectors are citing cases if they don't have any one of your legal rights.

Bill Delaying Safety Law Compliance by 6 Months to Lost to Businesses

Inland Empire employers are now rushing to complete workplace safety programs, as required by S.B. 195, after they received a notification from OSHA's safety inspectors. A bill which would have granted an extension on enforcement of the law for the Inland Empire was signed by the Inland Empire Public Utilities Commission (PUC).

The new services are Call ID, Return Call, Repeat Dialing, Priority Ringing, and Select Call Block. They are currently being offered by the California Public Utilities Commission (PUC).

Of the seven services, Call ID, the most widely known, allows a person receiving a call to see the caller's telephone number on a special display unit as the call rings.

Select Call Forwarding - allows you to forward specific calls to another telephone number.

Select Call Blocking - allows you to forward specific calls to another telephone number.

Call Return - allows you to dial the last caller, even if you did not answer the telephone.

Repeat Dialing - automatically checks a busy number, and when the line is free, it rings back and completes the call.

Priority Ringing - gives a unique ring to specific tele­phone numbers.

Call Trace - traces the last call made and receives the results for laser by an authorized law enforcement agency.

The six remaining services in the proposal are:

- Block Call - allows you to block specific calls to another telephone number.

PROPOSED PRICES

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Lloyd Zimmer, president of the Inland Empire Employers Association, said that the measure was the result of a proposal by the California Public Utilities Commission (PUC) to implement a program that would allow for the collection of fees by the PUC to cover the cost of the service.

Riverside, CA (714) 784-9430

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From the Federal Trade Commission (FTC) and the Consumer Product Safety Commission (CPSC), a bill was being voted closely by busi­ness groups. This bill will also affect taxes and state and health commissions which is currently optional in California.

For more information contact:

Larry Supel
Human Resource Consultant
M & A Association
3000 Line Street, Suite 326
Riverside, CA (714) 784-9430

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FEBRUARY 1992

New Law Allows Family Care Leave

This law became effective January 1, 1992, and entitles certain employees to unpaid "Family Care Leave" of up to four months in a 24-month period.

The Family Rights Act of 1991 may be one of the most significant pieces of employment legislation in a decade. It impacts nearly all employees. The law provides for a paid leave of up to 12 weeks per year for the birth or adoption of a child, the care of a child under 18 or a child who has a serious health condition, or to care for a family member with a serious health condition. The law is designed to provide a way for employees to balance work and family responsibilities.

The law applies to many employers, including employers with 25 or more employees and employees who work at least 30 hours per week. The law also applies to employers with 10 or more employees who work at least 500 hours per week.

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**Inland Empire Business Times**

**At Deadline!**

- Wesman to Develop Desert Hot Springs K mart
- Desert Hot Springs, Calif. — City officials have approved a 91,266-square-foot K mart store for the southwest corner of Palm Drive and Two Bunch Palms Trail.

- Wesman officials. It is across the street from another shopping center owned by a grocery chain.

- The project is being put out to bid on K mart's bidding list.

- Groundbreaking is expected to take place this spring, with completion scheduled for a year from now.

- Wesman officials said the K mart store will bring new jobs and a wider range of goods and services to the community.

The 12,92-acre shopping center will include several other building pads, totaling approximately 14,800-square feet for major uses, while a detached retail structure for multiple tenants will measure 14,800-square feet.

- The project includes improving the roadway along both Palm Drive and Bunch Palms Trail right-of-way. A new traffic signal - the first in Desert Hot Springs - will ease traffic in and out of the new center.

- Elderly Home in Hesperia Closed by State.
- The elderly home located for the 35-bed Board and Care, 7490 7th Avenue, Hesperia was suspended by state licensing officials today because of claims of physical and mental abuse by one of the operators, Teddy Johnson.

- Johnson's Board and Care is licensed and operated by Teddy and Alta Johnson.

- Fred Miller, head of the State Department of Social Services licensing program, indicated that a temporary suspension order was appropriate to protect the clientele from further harm. "We are also seeking to permanently revoke the Johnson's license," said Miller. "Apparently, residents at Johnson's Board and Care were subjected to verbal abuse as well as slapping and degrading methods of punishment."

- State documents also allege that a client at Johnson's was restrained in a straight jacket, required criminal clearance had not been obtained for staff members, and the Johnson's retained a nonambulatory client not allowed under license restrictions.

- The Johnson's have the right to an administrative hearing to resolve the licensing action if they respond within 15 days. Johnson's Board and Care will remain closed pending outcome of the case.

- Teddy Johnson's Board and Care has been licensed since March 30, 1978 as a residential care facility for six elderly clients. California licenses over 4,100 such facilities that provide nonskilled care and supervision for 96,000 frail or disabled elderly clients who do not or cannot desire to take care of personal daily needs.

- No Bankruptcy for Glen Ivy
- Clarifying an earlier statement, Glen Ivy has not filed for protection under Chapter 11.

- The Chapter 11 filing, as usual, has been licensed since March 30, 1978 as a residential care facility for six elderly clients. California licenses over 4,100 such facilities that provide nonskilled care and supervision for 96,000 frail or disabled elderly clients who do not or cannot desire to take care of personal daily needs.

- The company, the nation's largest timeshare resort company, was the subject of a search by law enforcement officials recently. Operations at the company's headquarters office have resumed, the spokesperson said.

- The management is now evaluating alternatives that best serve the interests of its 60,000 timeshare owners, the 1,400 Glen Ivy employees, and the company's leaders, the spokesperson said.

- The company said that there is no reason to believe that protection under federal bankruptcy laws would be necessary.

- Margarita Village Development Co. Partners Agree on Voluntary Chap.
- TEMECULA, Calif., Margarita Village Development Co., the partnership that is developing the 2,000-home Temcoa Country Club, said Wednesday (Dec. 16) that it is seeking generation under alternative financing arrangements to bring new financing for the Temecula, Calif. project.

- Margarita Village Development Co., a Nevada-Rancho California Ltd., both California limited partners.

- Nevada Capital Ltd., a third-tier subsidiary of PrinMar Bank, Las Vegas, is general partner of Nevada-Rancho California Ltd. The Bank Corp., a major Southern California real estate development company with headquarters in San Diego, is general partner of Bunch-Rancho California Ltd.

- The Chapter 11 filing in the U.S. Bankruptcy Court for the Southern District of California, affects only the Temcoa Country Club project, and will have no impact on the other activities of either The Bank Corp. or Nevada Capital, officials of the two companies said.

- The action was a voluntary petition, filed by Margarita Village Development Co. with the agreement of both its partners.

- Robert F. Bus, president of The Bank Corp., said the 470-acre retirement community project had to be placed under Chapter 11 "because of the collapse of Executive Life Insurance Co.," where $32.5 million of the funds needed to complete the project are on deposit. "If Executive Life had not failed as a result of its junk bond investments, Temecula Country Club would be selling homes today," he said.

- Regional Shopping Complex Planned for La Quinta.
- The Tucker Companies of Northbrook, Ill., and RCG Real Commercial Development of Indian Wells, California have filed a Special Plan Application with the city of La Quinta to build a regional shopping complex on the northeast side of Highway 111, between Washington and Jefferson. The application involves approximately 160 acres, and proposes 1,800,000-square feet of retail and office space to be developed in three phases.

- Phase I, to be developed by the Tucker Companies, will be a two-level, enclosed mall of 900,000-square feet, with five anchor department stores, 100 specialty shops, plus a food court and theater complex.

- Phase II, to be developed by RCG Real Commercial Development, will be a "power center" of 400,000-square feet with five value-oriented anchor tenants, plus specialty shops and restaurants.

- Phase III will include garden office parks, low-rise professional offices, and specialty retail shops.

- The project includes improving the roadway along both Palm Drive and Two Bunch Palms Trail, right-of-way. A new traffic signal - the first in Desert Hot Springs - will ease traffic in and out of the new center.

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**Inland Empire Business Chronicle**

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**What Am I Worth?**

**Continued From page 9**

**Ask the California**

**Venture Forum**

**The Happy Solution**

"California doesn't want to talk about it because they don't want people to know it's not an option."
Pacific Medical reports financial results

Pacific Medical Inc. (OTC: NASDAQ:MIMM), Wednesday reported results for the quarter and sixth months ended November 1, 1991.

The net income was $104,000 or four cents per share on sales of $12,294,000 compared with net income of $133,000 or five cents per share on sales of $15,111,000 last year.

Half-year net loss was $485,000 or 18 cents per share compared with net income of $250,000 or 10 cents per share on revenues of $22,345,000 in 1990.

Results for the current year's six-month period include an after-tax charge of $450,000 or 17 cents per share relating primarily to the costs of restructuring the company's mobile imaging operations. Results for the prior year's second quarter and six months ended October 26, 1990, have been restated to include the effect of accounting amendments applicable to the prior year.

City to receive 1991 American city & county award of merit today, Landscape management efficiencies noted

The city of Moreno Valley once again finds itself in the national spotlight with the presentation of the 1991 Award of Merit by the American City and County (ACC) magazine.

The prestigious award was presented to the National League of Cities conference in November in Las Vegas.

The city was recognized for "efficient management of local government services, for creativity in planning and implementation of personnel, financial, administrative, and instructional policies, and as a leader in the field of efficient government.

Noonan said the company's initial market for RealtyLink will be California's 180 local city, county and 30,000 real estate firms.

Clicks Billiards Expands into Southern California

Clicks Billiards, the nation's largest chain to coast billiard management and development company, will open its first West Coast club later this month in Rialto, California. The Clicks Rialto facility, located at 312 Riverside, will be the 15th in their growing chain of $4.5 million suburban clubs.

Clicks Rialto, a 6,400 square foot club, was designed by Demko Con- struction and Design of Dallas, Texas, and will feature 23 Brunswick billiard and snooker tables, in addition to a sports bar and multiple entertainment options.

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