January 1994

Inland Empire Business Journal

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RCR Plumbing Needed
A Business Term Loan To Purchase New Trucks.
This Month in the Inland Empire Business Journal

Local Company Cleans-Up With Contract

Rancho Cucamonga-based Ultra Shield Inc., signs contract worth some $25 million

Med-Fly Bugs Riverside County Agriculture 5

The discovery of a female Med-Fly prompts quarantine of entire county

Clean Air and Business Supplement 5

AQMD responds to October article of critical agency

Economic Forecast Supplement 9-1

Get the low down on what to expect from the economy

U.S. Shugill in '94 10

Inland Empire Real Estate Market Report 11

Who Will Run the Health Alliances? 17

More conflict on the horizon as Powel Clancin's Health Plan

Criminal Control, Not Gun Control 18

Brady Bill not the solution to the problem

The Legal Status of Company Parties 19

What are some of the potential problems with extra-
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COMMENTARY

Telecommuting White Elephant

By Leonard Paulus

There have been a lot of ideas that just looked so good on paper that someone, somewhere, decided to stick a lot of money into them; the Edna F. Ferber School for Education in Victorville's "Island" (well, maybe some didn't look so good even on paper). These financial boondoggles were started by groups with little or no knowledge of what it is that they were accomplishing. If you wait until they are already in progress to criticize them, you are already too late: they are all monumental flaps.

I'm not saying that telecommuting centers were being tossed as the wave of the future. They provided a financialNUMBER with the opportunity to curb their commutes and all of their work from a local, all-in-one telecommuting center. The centers would be staffed with people from the office, free of time, free of travel and time spent on rush hour traffic by allowing people to work from their own backyard. While all of this sounds like a dream come true, it is too proven to be a monumental flaps.

Ruthe, most outstanding look back of the 1980s was the corporate community. It was just too set in its traditions to welcome such a radical change. The company was still working and working to make a change in its own very center. Oakland didn't have it, just go alo, they marketed some money backs to finance the costs of running and operating of the center.

Investors, including the county of San Bernardino, the state of California and Citrine dropped some $500,000 into the initial phases of the center hoping that, when all was said and done, it would provide a nice revenue source. The only problem with this is that it never came about.

The folks that run the Inland Empire Economic Partnership to the Inland Empire Economic Partnership, a private company. The REIP is now trying to dump their interests in the city of Ontario is seeming prepared to pick up the tab for the $125,000 projected to run the center for the next six months.

After looking at all the public and private monies that have been spent to try to keep the center afloat, one can ask - Why? Why would the city of Ontario want to sign a check for $125,000 to try to fund something that just doesn't seem feasible for them? While all of the corporate community was just too set in its traditions to welcome such a radical change, the public community was really never really took hold of the idea. It seems that the corporate community just was not really interested in this type of project for any reason or another. This, coupled with the proliferation of more and more sophisticated home computers, spelled the ultimate demise of their work from a local, economically flops.

In today's economy, and the especially tight finances faced by city and businesses never really took hold of the idea. It seems that the corporate community just was not really interested in this type of project for any reason or another. This, coupled with the proliferation of more and more sophisticated home computers, spelled the ultimate demise of their work from a local, economically flops.

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The economic impact of taxes paid as a result of jobs created by tribal government gaming amounts to millions of dollars annually for both the state and federal government.

Tribal governmental gaming in California is an environment in which responsible business opportunities are created for Indian taxpayers and non-Indians alike. Statewide, approximately 28,000 Indians work in the gaming industry.

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In 1993, the recovery continued as real GDP increased at a 2.9% rate. (See Chart A)

Total spending came in 1993 like a lamb but is leaving like a lion. First quarter growth in real GDP was a scant 0.8%, but fourth quarter growth is estimated to come in at 4.8%. (See Chart B)

A major source of strength in real GDP growth in 1993 was a sharp increase in capital spending. Without that increase, the recovery would have been easily derailed by declining government spending and a deteriorating net export position. (See Chart C)

Increased corporate profits have made it possible for plant and equipment spending on computers, industrial equipment, trucks and highway construction equipment to increase sharply.

In recent congressional testimony Federal Reserve Chairman Alan Greenspan stated: "The push to acquire state-of-the-art technology has also been providing a discernable thrust to capital spending in recent quarters and likely will continue to do so. Real outlays for office and computing equipment have soared as firms continue the shift to fiber-optic networks."

Going into 1994
The Fiscal Drag
President Clinton's tax package has significant contractionary fiscal implications associated with it, particularly in the first half of 1994 when the higher tax liabilities need to be paid. It will be difficult in the short run for taxpayers in higher brackets to get around paying these higher taxes. Our national model suggests that real GDP growth will be reduced by about one half of a percent in 1994 from what it otherwise would have been without the tax increase.

In the long run, taxpayers are likely to divert income and economic activity in ways aimed at reducing the incidence of the tax. This long-run diversion of economic resources from productive to less productive activities is the most costly aspect of the tax that is most difficult to quantify.

Going into 1994
The Monetary Push
The figures show the close relationship between year-to-year percentage changes in nominal GDP and the monetary base (seasonally adjusted financial institution deposits on hand with the Federal Reserve, vault cash and the domestic currency component of the money stock) lagged six quarters. The six-quarter lag accounts for the time lag before changes in the monetary base affect spending levels.

While the effects of a contractionary fiscal policy will serve to constrain spending growth in 1994, the lagged effects of a highly expansionary monetary policy will carry over into 1994. We see monetary base growth of eight to ten percent in 1993 leading to nominal GDP growth of six to seven percent in 1994.

In order to convey this forecast of nominal GDP growth to real GDP growth, it will be necessary to forecast the future course of price activity.

Money and Prices
Inflation has often been explained by internal and external shocks to the economy such as floods, OPEC, tariffs, taxes, capacity utilization, global competition and wars. While these shocks clearly have an impact on prices, particularly in the short-run, we believe that inflation is a mainly monetary phenomenon.

The following figure shows since 1950 a six-quarter moving average of real GDP and changes in the nominal monetary base adjusted for changes in velocity, the rate at which the monetary base turns over per year.

The velocity adjustment in the monetary base is similar to the adjustment the Shadow Open Market Committee makes. This committee serves as a private watchdog of Fed policy makes this adjustment in order to account for changes over time in U.S. currency held abroad, in financial assets and in growth and productivity.

When the adjusted monetary base is growing at a faster rate than real GDP, the difference over time must be made up in higher prices. Hence, the wider the difference between growth in the adjusted monetary base and real GDP, the higher the expected rate of future price changes.

We see that, surprisingly, a close relationship emerges when differences in the two lines shown in the above figure are compared with the change in the GDP price deflator. (See Chart D)

The above figure suggests that differences between money and income growth are an accurate indicator of future inflation. When the differences are greater than current rates of inflation, price changes tend to increase in the future, but when the differences are lower, future price changes tend to decrease.

Recent differences have been greater than recent rates of inflation. For the past two years (eight quarters), differences between adjusted nominal monetary base growth and real GDP growth have averaged 4.9% while inflation has averaged 2.4%.

We are confident that this disparity will create greater inflationary pressure in the near future.

Inflation to Rebound in '94

While a combination of intense global competition and improved U.S. productivity will serve to restrain inflation in 1994, we believe the underlying monetary forces will have described will dominate and lead to higher rates of inflation in 1994.

By year end 1994, our forecast calls for the CPI and the GDP price deflator to be increasing at 3.7% and 3.4% rates, respectively.

The Global Economic Picture

In spite of a relatively stable real trade-weighted value of the U.S. dollar over the last four years, real net exports (difference between exports and imports) declined sharply in 1993.

The major factor leading to the weakening of U.S. net export position is the fact that the U.S. has grown at a faster rate than most other parts of the industrial world. The recession in Japan and Western Europe has sharply cut into U.S. exports while faster growth in the U.S. has increased U.S. imports. The expected pickup in world-wide income growth in 1994 should help revive export growth in the U.S., thus helping moderate the fall-off in the U.S. net export position. (See Chart E)

Prognosis for 1994: Real GDP

The rapid pace of real GDP growth forecasted for the fourth quarter of 1994 can not be sustained. When this forecast is coupled with the contractionary effects of the Clinton tax hikes, some slowdown in economic growth is to be expected in the first half of 1994. Expansionary monetary policy, however, will cushion the effects of higher taxes and lead to a pickup in real GDP growth towards the end of 1994 following a quarterly growth path in 1993 unlike the 1993 experience.

Recall that our analysis of lagged monetary base growth pointed to nominal GDP growth in the six to seven percent range in 1994. With the GDP price deflator coming in at almost 3%, real GDP is therefore expected to increase at quarterly rates in the three to four percent range. For the year, real GDP is forecasted to increase slightly from a 2.9% rate in 1993 to a 3.2% rate in 1994.

Interest Rates

The Only Place to Go Is Up

With a pickup in income growth and upward pressure on prices, both short-term and long-term interest rates are forecasted to increase in 1994. (See Chart F)

All information provided by the Chapman University Center for Economic Research.
No Change in Taxable Sales Totals Forecast for the Inland Empire

Taxable sales in the Inland Empire during 1994 are forecast to increase 3.0 percent, but after adjusting for inflation, real taxable sales will show no change from 1993, according to the newly released Third Annual Inland Empire Economic Forecast by the Center for Economic Research, Chapman College.

Unlike the Inland Empire, the recession in Orange County has been broad based, affecting almost every sector of employment activity.

Total personal income is forecasted to increase from $46.8 billion in 1993 to $48.3 billion in 1994, an increase of 3.2 percent.

The report shows the Chapman Indicator Series, comprised of variables with a powerful and statistically significant influence on Inland Empire employment, is gradually improving.

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A Mild Recession in the Inland Empire
Just as the Riverside and San Bernardino counties' economies grew more rapidly than the rest of the state in the '70s and '80s, so the 1990-93 recession has also been much milder in those counties than the L.A. County and 7% in Orange County.

Retail Activity Apparently Rebounding Across So. Cal.
While no official 1993 retail sales data is yet available for the Inland Empire, the available data for Southern California suggests that Inland Empire sales activity has been improving in 1994. Thus, sales data for the consolidated L.A. area (all of Southern California except for San Diego) show gains throughout this year. Meanwhile, available data for Los Angeles and Orange Counties proper don't reflect these improvements, so that most of the Consolidated L.A. sales gains in 1993 probably occurred outside of L.A. and Orange counties, thus, in the Inland Empire and Ventura County. (See Chart C)

Local Real Estate Activity on the Mend
Home sales activity has also picked up in recent months in the Inland Empire, as it has throughout Southern California. The gains experienced in July through November came on the heels of very severe declines in 1989-92, so the rebound to-date is still tentative, but the second half of 1993 still showed the best and most sustained improvement in years. (See Chart D)

All information and chart data provided by the University of California at Riverside Graduate School of Management, Inland Empire Economic Data Bank.

1994 Economic Forecast

1994 Economic Forecast

January 1994

Chart A

A Mild Recession in the Inland Empire

Chart B

Retail Activity Apparently Rebounding Across So. Cal.

Charts C&D

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All information and chart data provided by the University of California at Riverside Graduate School of Management, Inland Empire Economic Data Bank.
State, Region Should Benefit From NAFTA Passage

Like it or not, the passage of the North American Free Trade Agreement is an auspicious occasion, and we believe it is appropriate to spend some time discussing the issue.

The NAFTA accord should provide at least some net benefits to the national economy as it is an opportunity to expand U.S. trade with Mexico and Canada. Claims should be especially evident in the Inland Empire, as heightened transport trade into and out of Mexico passes over local highways and railways, and at local manufacturing and representing facilities spring up in conjunction with Mexican suppliers.

Now, there are some who find this hard to accept for the national economy as a whole. However, the idea of net gains from expanding foreign trade is overwhelmingly clear for California and the Inland Empire in particular.

This is because a great deal of the gains in economic activity from greater foreign trade accrue from handling and processing of the trade goods themselves, that is, the shipping, packaging, repackaging, financing and warehousing of goods exported from the U.S. Mexico and Canada as well as those goods imported from Mexico and Canada into the U.S. Where will the bulk of such trade-related activity take place? It is not going to occur in Kansas or Iowa or other locations thousands of miles away from international borders.

Rather, most of the handling and re-processing of goods flowing in and out of Mexico is going to occur close to the Mexican-American border. Southern California, with its manufacturing and shipping base, is a natural location for such activity to occur, and this is especially true for the Inland Empire.

We have argued in the past that over the next decade, the local growth path necessarily entails a process of economic modernization for the local economy of generating its own jobs for its own citizens. The prospects for the increased trade with Mexico offer a special opportunity to accelerate that maturation process.

In just the last four years, U.S. exports to Mexico have soared with the economic liberalization and development that Mexico has already undergone. Further growth in trade with Mexico will be the best opportunity in the ’90s for the Riverside-San Bernardino region to further develop its manufacturing and shipping infrastructure.

A further advantage for Southern California and the Inland Empire is that we are close not only to Mexico but also to international ports servicing trade with Southeast Asia. The possibilities of assembling high-tech equipment or other capital goods in Riverside and San Bernardino counties, using components manufactured in Mexico, for ultimate export to Asian or South American markets is intriguing and exciting.

In sum, there is honest disagreement about the benefits to the U.S. as a whole from the NAFTA accord. However, it would be very hard to argue that this is not a clear positive for the Inland Empire economy. Again, it provides tremendous opportunity for the area to continue to move toward becoming a commercial as well as residential center.

California, in general, and the Inland Empire, in particular, used to be known as the lands of the future. Given the adverse economic shocks that we have been dealt in the last four years, it is understandable that our faith in the future has been a bit bit shaken. However, the NAFTA pact does offer an opportunity to get back on a fast and beneficial track to the 21st Century.

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San Bernardino County’s retail sales followed a similar pattern except its growth rate peaked earlier, in 1985. It then more gradually wound down than Riverside County. Both are showing a moderate recovery in 1992, with San Bernardino retaining the larger sales and bigger counties.

It is expected that retail sales will increase slowly during 1993, and then more rapidly in 1994. If expectations are realized, the 1993 annual total sales by retail stores should reach $7,999,382,000 in San Bernardino County.

The Christmas Season (4th Quarter) sales should amount to about $1,849,000,000 in Riverside County and $2,195,000,000 in San Bernardino. That is an increase over last year of about $25 million and $80 million for the counties respectively.

The number of stores in the two counties has increased every year since 1984. The effect of the economic downturn shows up to a
1994 Economic Forecast Conference for the Inland Empire

President Clinton's massive health reform now awaits refinement, debate and voting in Congress. The 240,000 word bill constitutes the most complex and far-reaching piece of domestic legislation ever proposed, and it will vitally affect one-seventh of the American economy.

Although Clinton says he is open to lots of compromises, it seems clear that to get his signature, the legislation will have to produce universal coverage— even if gradually phased in, and (almost as clear) will have to require called "the mandate") employers to pay premiums for at least 80% of the basic package's costs. Little else is settled. One of the major areas of conflict is already apparent: Clinton's proposed use of health insurance purchasing cooperatives, called "health alliances." The idea is to reduce the rate of cost increase by stimulating price competition among health care providers. Small businesses and individuals not included in some other plan can band together to get a "quantity discount." As HMOs and other networks of providers compete for contracts with the alliances, they will have to control their own costs closely in order to succeed. So far, it sounds like a traditional business approach. But this is not to be completely unexpected competition. Far from it.

It is to be regulated competition, a hybrid between private business and government controls. Why not competition alone? Because there is a history of "cherry picking" by insurers who cover only the healthiest people and drop those who get sick or raise the rates very high when one member of a small group has a costly illness. Small firms find it hard to get coverage.

Because of mounting public concern about such practices, and the fear of losing coverage if one changes jobs, there will be ground rules to ensure that competition is on a level playing field, especially that it be based on "community rating," which means that rates must be set to include all comers, not just the healthiest, youngest workers.

Because price competition poses a danger that the contracts may be won by sacrificing quality of treatment, the Clinton Administration is also pushing for the development of data on "outcomes" (i.e., results) of medical care among thecontract contenders. Such information, made available to the managers of the alliances (and perhaps to individuals) should produce competition on the basis of quality. However, it will take years to develop that data base.

Each state is to have at least one alliance; several regional ones in larger states such as California. While cooperative purchasing is hard to disagree with, many in Congress are expressing grave fear that there will be run by political appointees and will become huge bureaucracies in the process of evaluating and choosing competing plans. The plan's advocates insist that this need not be the outcome. How each state operates within a broad zone of discretion is to be provided by the legislation which will do much to determine whether bureaucratization/politicization becomes a real problem or not. Right now, one only knows that the alliances are going to be one of the major points of discussion and contention as congressional debate proceeds. Whatever the specifics of the reform plan, it will surely mean a new partnership of government and business.

Reagan is a professor of Political Science, Emeritus, at U. C. Riverside.

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“And?”

“Most big banks have a way of making you feel small. I don’t get that feeling at Union.”

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We Need Criminal Control Not Gun Control

By Assemblyman Ray Haynes

There are two cardinal problems with gun control: first, gun control does not take guns from criminals; and second, gun control is dishonest and deceptive, it does not work. Even if the law could take guns out of the hands of the criminals, other weapons were used for crimes to inflict death and wounds before gun powder.

If we want to attack the root of the problems with gun control: first, there are two cardinal problems with gun control: first, if you have a record of crime and gun control, the Brady Bill supporters made a fundamental argument which is basically dishonest; gun ownership causes crime and gun accidents. By their theory, America has a lot of guns, therefore, America has a lot of crime and accidental deaths from guns.

On the one hand, just pass the Brady Bill, we have heard since 1989, you will not stop crime or prevent accidental death. Everyone has probably heard a story in which it happened accidentally by a gun. Perhaps you’ve heard a story of a 10-year-old child who went to pull the trigger on a loaded weapon, or an 8-year-old boy who was hit by a stray bullet.

The Brady Bill supporter made a fundamental argument which is basically dishonest; gun ownership causes crime and gun accidents. By their theory, America has a lot of guns, therefore, America has a lot of crime and accidental deaths from guns.

If we want to attack the root of the problems with gun control: first, we can’t act in the same way. We can’t make sure that everyone will act in the same way. We can’t make sure that everyone will act in the same way. We can’t make sure that everyone will act in the same way. We can’t make sure that everyone will act in the same way.

What the Brady Bill does, is extend gun control as though it were the Brady Bill law. It prevents guns from being sold to people who are under 18, and not the time of the year, the gun will be stopped. As much as I want crime and gun accidents to stop, I fully comprehend that the Brady Bill will make the world perfectly safe, it will not stop crime or prevent accidental death.

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Although the holiday season is now over, it is still fresh enough in everyone’s mind as an example of the problem among businesses and employees.

During the holidays, it seems like everyone turned around there was a party to attend, some for fun, others because business etiquette dictated that you be there. The last weeks of December, however, are not the only time during the year, that an employee may have to attend a party or social function on business. The following scenario highlights some of the problems which can arise when business is mixed with pleasure.

The holiday party comes from a trade association your company belongs to. Your boss says you should attend. He believes that the purpose of your attendance is to network with others at the party who are a source of potential new business.

On the way home from the party you are involved in an accident. Too many drinks may be a contributing factor. The question is, who should be held legally responsible for medical claims? The trade association holding the party, your employer or you? What are the pro’s and con’s to this issue?

• The employer and the insurance company may question whether it was the fault of the alcohol.
• The employer and the insurance company may question whether some physical condition contributed to the accident. Has the party attended had a recent physical to rule out this claim? From the employer’s or trade association viewpoints, do the employees understand that it is a felony to file a false claim?
• From the party-attendee’s point of view, his attendance at this party was not for pleasure. His only reason for participating was that it was expected of him. He views his predicament as an “on the job” accident.

How does the law view this issue? In the case of “Exry,” a claim of an employee injured in a company-sponsored softball game was contested by the employer. The employer contended that participation in the softball game was not a regular part of the job. The employee proved that one of the hiring conditions of the company was that employees participate in company-sponsored activities, i.e., the company-sponsored softball game. The court ruled that the claimant’s injury resulted from participation in an activity which was a “reasonable expectancy,” of her employment.

Another case involved a company executive who was invited to the home of her chief executive officer to counsel the CEO’s son on a certain subject. During the course of the evening, the employee was given wine. The woman tripped and fell on several steps after drinking the alcohol. The court ruled this was a work-related injury and she received a workers’ compensation settlement. Advice employers should heed in order to avoid employee accidents during company-sponsored events includes:

• Do not provide alcohol as a refreshment during company parties.

SBA BUSINESS PLANS MADE EASY

If you have ever tried to get a long-term, low cost, Government Guaranteed SBA Loan, you know the confusion and paperwork involved. Foothill Independent Bank’s new SBA Lending Center is designed to make the process simple and fast. In fact, many times you can find out if your business qualifies right over the phone. Borrow $50,000 to $1,500,000 for working capital, to restructure existing debt to increase cash flow, or for the purchase of equipment and industrial or commercial property. Call Joanne Bruno, our SBA expert now at (818) 851-9182. Foothill Independent Bank is a member of FDIC.

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• Meet Marilyn, the Prudential’s Inland California Account Manager

JANUARY 1994

Inland Empire Business Journal
What's New with World-Class Marketing?

As the World-Class Marketing Model never been have been developed. Instead, it is the direct result of hundreds of clients helping us help them solve, what seemed to be, a series of unrelated problems. Gradually, the pieces began to fit together and reveal a set of principles that suggested the core issue was a failure to understand, adapt and apply the foundational concepts of good marketing practice.

Four years later, we are still learning and adding to the model. What I thought I'd share in this column today are some of the more recent revelations.

Hire Competent People

Amazingly enough, this principle was made clear in a most unlikely place. Early stage companies are always tight on funds, yet, the successful ones make it a point to spend that extra dollar to get the very best people they can when recruiting for a critical position. Customer Advocate vs. Customer Service

The final thing we learned this year was that too many companies are content to establish passive customer service organizational structures. They may not be so short-sighted, when the customer calls for help, they are greeted with "what do you want?" attitude. The imperative to have a customer service function has been fulfilled, but the corporate heart is not in it and the result is worse than not having any function at all.

Well, that concludes the main points of what we learned last year. We look forward to sharing our experiences again with you this year. If you have any specific questions, or just would like to know more about what we're sharing, please call.

Pasilic is mayor pro tem, Monocular, and governing board member representing cities of San Bernardino County, South Coast Air Quality Management District.

Full Name: Edmond R. McCormick
Occupation: President, CEO, Redlands Chamber of Commerce, 1994
Greatest Concern: Improving qualities.

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New Year + New Taxes = New Strategy

By Tom Davis

The tax brackets have increased from 31% to 36% for individuals with taxable incomes of more than $115,000 and couples with taxable incomes of more than $140,000. There is an additional 10% surtax on taxable incomes of more than $250,000.

Social Security Tax

Beginning in January 1994, individuals earning more than $34,000 and couples earning more than $44,000 will pay taxes up to 85% of Social Security benefits, increased from 50%.

Stocks

You may still find some of the old and a few of these programs, financing opportunities and other resources.

RESOURCE ASSISTANCE

Small Business Development Center Program (SBDC): Small business may receive assistance in developing business plans, marketing, permit and licensing requirements, etc. (800) 484-5664

South Coast Air Quality Management District (S C A Q M D D): Business may receive assistance on the most cost-effective ways to reduce pollution and locate sources of funding. (909) 396-2000

Business Environmental Assistance Program (B E A P): Provides business environmental compliance and technical assistance. (800) 322-2222

California Materials Exchange (C A M E X): Assists businesses in using post-consumer and recycled materials as secondary materials as feedstock. (916) 327-2760

Integrated Waste Management Board Recycling Market Development Zone (R M D Z): Provides technical assistance to rec."
By Steve Holt

Santa Claus came a little earlier in 1993. He must have wanted to taste the great food, imbibe in a little holiday cheer and boogie down with the best of them at the annual Inland Empire Ad Club's holiday party. Santa joined more than 100 guests at the annual bash that took place on Dec. 16, 1993, at Fred Armitage's photo studio, Visual Impact. The studio was festively decorated in red, gold and green with a beautifully detailed, dramatically lighted, ribbon wrapped Xmas tree as the main attraction.

New Faces for the New Year

Speaking of great parties and the IEAC, we are proud to announce the election of our new board members and the upcoming installation dinner. Recently, seven members were elected to the IEAC Board of Directors. Those board members include: Fred Armitage, Visual Impact; Paul Kuhl from The Press Enterprise; Sherry Stanton of Pomona First Federal Savings and Loan; Joe Ammirato with Designs for Business; Bill Anthony at the Inland Empire Business Journal; Pat Woy, freelance writer; and Patricia Painter from TCI Cable.

The upcoming installation dinner for the new board members will be held in mid-January. For information and reservations, please call 909/941-7022. Congratulations to all the new board members and welcome aboard. We look forward to an exciting year ahead in 1994.

Are You Missing Out on All the Fun?

Starting the New Year off right is something many of us have promised to do, both in our professional lives and in our personal lives. If you are a professional who specializes in any aspect of marketing, advertising or communications, starting the New Year off right means becoming a member of the Inland Empire Ad Club.

The IEAC represents all sides of the advertising community. The membership includes advertising agencies, designers, illustrators, photographers, printers, color Separators, and service bureaus, as well as corporate marketing departments for local corporations and of course, media representatives from all forms of print and broadcast.

Becoming a member of the IEAC is one of the best ways to show your support and participate in the growth of our industry here in the Inland Empire. The cost is just $120.00 a year for corporate membership, $50.00 for individuals, and $25.00 for students. For more information or to receive a brochure, call 909/941-7022.

Calling All Knights to the Round Table at CSUSB

Cal State University, San Bernardino's chapter of the American Marketing Association is inviting all interested marketing professionals to join in a mutually beneficial Marketing Round Table discussion.

The event is open to all CSUSB students and for an entrance fee, to marketing professionals.

The event takes place on Wednesdays, Jan. 19, 1994, in the Student Activities Center, Room A, from 6 to 8:30 pm.

The Marketing Round Table is an excellent opportunity for you to meet colleagues in the marketing profession while recruiting prospective employees and interns, as well as to advertise your company.

If you're interested in becoming a sponsor of CSUSB's chapter of the American Marketing Association's Marketing Round Table, please contact Audra Wenke at 909/924-1831.

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For Advertising Information Call (909) 391-1015

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INLAND EMPIRE BUSINESS JOURNAL
JANUARY 1994

EDITORIAL FOCUS

JANUARY
- 1994 Economic Forecast
- Education
- World Trade

FEBRUARY
- Construction
- Residential Real Estate
- Architecture/Land Planning

MARCH
- Financial Institutions (4th Quarter 1993)
- Private Companies
- Inland Empire Malls & Retail Stores

APRIL
- Meetings & Conventions
- Inland Empire Airports
- Manufacturing & High-Tech Companies
- Women-Owned Businesses

MAY
- Economic Development (Riverside)
- Marketing/P.R./Media Advertising
- Insurance Companies

JUNE
- Financial Institutions (1st Quarter 1994)
- Travel & Leisure
- Employment Agencies

JULY
- Education
- Agriculture
- World Trade

AUGUST
- Radio
- Printing
- Small Business Guide

SEPTEMBER
- Financial Institutions (2nd Quarter 1994)
- Mortgage Banking
- SBA Lending

OCTOBER
- Economic Development (San Bernardino)
- Interior Office Space Planning
- Lawyers/Accountants

NOVEMBER
- Retail Sales
- Industrial Real Estate
- Commercial Real Estate/Office Parks

DECEMBER
- Financial Institutions (3rd Quarter 1994)
- 48-hour Executive Get-A-Ways
- Profiles Inland Empire

SUPPLEMENT EVENTS

- 1993 Year-End Review
- College & Junior Colleges
- Inland Empire Chambers
- MBA Programs
- Commercial/Industrial Contractors
- Residential Builders
- Architectural Engineering, Planning Firm
- Mortgage Lenders
- HMOs/PPGs
- Inland Empire Independent Banks
- Retail Malls
- Hotel Meeting Facilities
- Travel Agencies
- Airliners Serving Inland Empire
- Visitors & Convention Bureaus
- Hospitals
- Savings & Loans
- SBA Lenders
- Environmental Firms
- Inland Empire's Largest Companies
- Inland Empire Cities
- Advertising Agencies
- Commercial Printers
- Radio Stations
- Printers
- Health/Medical Clinics
- Largest Banks Serving the Inland Empire
- Largest Hotels
- Long Distance Carriers
- Computer Retailers
- Copier/Fax/Business Equipment
- Inter Connect Vendors
- Commercial R.E. Development Projects
- Commercial Real Estate Brokers
- Inland Empire Golf Courses
- Executive Get-A-Ways
- Inland Empire Chambers of Commerce
- Luxury Auto Dealers

LISTS

- Colleges and Junior Colleges
- Inland Empire Chambers
- MBA Programs
- Commercial/Industrial Contractors
- Residential Builders
- Architectural Engineering, Planning Firm
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- HMOs/PPGs
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- Executive Get-A-Ways
- Inland Empire Chambers of Commerce
- Luxury Auto Dealers
If 1992 was a year of change, then 1993 was definitely a year of action. While the recession still took its toll on both the U.S. and California, businesses started seeing signs of recovery and rallied around a possible light at the end of the recessionary tunnel.

By the time 1993 rolled around, most businesses had either folded under the weight of the nation’s brutal economy or had proven their mettle by weathering the worst of the storm.

This past year also saw a shift in power as Bill Clinton stepped into office as President, bringing with him a series of reforms that will effect every American citizen and business within the next three years.

In the Inland Empire, unfortunately, most of the news in 1993 involved the negative impacts of the economy. However, toward the end of the year, things started to look up for the region as the long, quiet real estate market began to show signs of life, and passage of the North American Free Trade Agreement promised hope for the region’s manufacturing future.

In the following pages we have encapsulated some of the top stories of the year along with some of the most important economic news for the local cities.

As we enter the first year of what has been referred to as a “New Generation,” we have to look at the past as well as look to the future. We are on the verge of overcoming the hard times that have fallen on the U.S., but we cannot forget the lessons we have learned during this trying period.

Also, we would like to take this opportunity to thank all of the people that have made it possible for the Inland Empire Business Journal to survive and prosper during this past year; our writers, editors, advertisers and, most especially, our readers. Thank you and Happy New Year!
### Opening Statements

Map of the Inland Empire

Top Stories for 1993

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INLAND EMPIRE

REGIONAL GEOGRAPHIC AREAS

- Adelanto
- Big Bear
- Cathedral City
- Chino
- Claremont
- Coachella Valley
- Corona
- Fontana
- Hesperia
- Indian Wells
- Indio
- Loma Linda
- Montclair
- Ontario
- Palm Desert
- Palm Springs
- Pomona
- Rancho Cucamonga
- Rancho Mirage
- Redlands
- Rialto
- Riverside
- San Bernardino
- San Bernardino County
- Upland
- Victorville
Focus 1993 Year in Review
Top Stories of 1993

January
- The Mission Inn Riverside Reopens for Business (p.3)
- The whitewashed world of the Mission Inn on Dec. 24, 1992, Roberts closed once and for all the historic property, located in Riverside, six days after he had planned to, and six days before he hoped to open it.
- Roberts, through his new company, Historic Mission Corp., signed all the necessary paperwork in Los Angeles. The signing followed an all-night meeting involving Roberts, his associates, the city and the representatives of the seller, Chemical Bank of New York.

Economic Outlook (p.3)
- Experts who study the Southern California economy agree that 1993 will be a year of slow recovery with improvement seen by midyear. Larry A. Pan, president of the Claremont Institute says, "I think we will see growth in regional economic activity, but it's just going to be slower and slower in this area.

March
- Report Reveals Health Care Woes (p.3)
- mericans waste $27 billion annually on questionable medical treatments, exceeding the amount of spending on biomedical research. Regulations are failing the public by enforcing laws inadequately, applying double standards and skewing pseudomedicine.

April
- Unrelenting Norton's Gordian Knot (p.3)
- Traveling the government's bureaucratic knot concerning the Public Benefit Law and the reuse of Norton AFB may require the same tactic used by Alexander the Great to unravel the famed Gordian Knot.

May
- The Business of Baseball (p.3)
- Minor league baseball in the Inland Empire has moved out of the bullpen and into the major leagues of sports business. With two California League franchises in Riverside County and three in San Bernardino County, there's an abundance of waterfront stadiums, memorabilia, souvenir programs and hot dogs to share with family and friends.

June
- Third Annual State of the Valley Conference Hot Ticket (p.3)
- The annual state of the conference attracted more than 500 executives to the conference, held in downtown Riverside on June 14 and 15. The conference was expected to attend the conference.

July
- Man's Trash (p..3)
- With the increasing profusion of garbage, recycling and processing, garage, businesses were keeping up with the pressure to sustain their practices. A study by EPA, April 25, which would effectively redicate the term "solid waste."

August
- Women Still Face Tough Climbing to the Top (p.5)
- A study conducted by Korn/Ferry International and the UCLA Anderson Graduate School of Management indicated that women have progressed steadily up the corporate ladder, but are more likely to face obstacles on the way up. In fact, more than 70 percent of all women candidates who obtain a promotion do so by passing the interview phase of a job offer, the report says.

September
- NAFTA Paradox Comes to Heed in Ontario (p.3)
- The conference presented up-to-date information on business trends, new opportunities and economic forecasts concerning the Mexican market.

October
- Future 2000 Debut Draws 4,200 (p.3)
- Three months of planning and preparation came to a successful end at the National Orange Show Fairgrounds as the long-awaited Future 2000 Business-to-Business Extravaganza debuted to a crowd of more than 2,400.

November
- CBB Lives Up to Aggressive Reputation (p.3)
- The Metropolitan Water District unveiled a series of plans that would position the region to face the problems of water distribution and storage facilities in the Inland Empire. The plans included the planning of the Donnegal Reservoir located in Southern Riverside County and the construction of the plans involving the key water transfer point in San Bernardino County.
Rialto focuses on citizen services.

Rialto treasures the simple things in life: a safe and clean environment to raise a family, choice businesses to shop in, and a sense of ownership in the community. Even though this town of 78,868 has doubled in size and population in the past 20 years, the city has been able to keep up with the demand in services by focusing on customer service. The city of Rialto has garnered local and state recognition for its accomplishments in being innovative, progressive, efficient and responsive in specific projects on budgeting, redevelopment, housing and city beautification, which are all centered upon meeting the customers’ variances.

The city is now turning a critical corner in its economic development opportunities. Projects throughout the city are beginning to unfurl with the hiring of an ideal time for other businesses to enter and participate. The Gateway is a major intersection along the central business district and the airport.

The Gateway Opens Up
After three years of conceptually designing a gateway development and indicating planning, environmental and other studies, the city has begun putting the streetscape at the Gateway, the city’s image-determining entry way.

The city and its Redevelopment Agency are diligently proceeding with a series of improvements along Riverside Avenue and Valley Boulevard. Thus far, mainline sewer and water facilities have gone under the roadway, which will help better service the adjacent residential and commercial areas. The Edison Company has committed more than $1 million toward the undergrounding of their overhead facilities. Construction will begin soon on landscape improvements including meandering sidewalks, new street light standards (nostalgic Washington twin lights), and colorful ground and tree landscaping with medians along Riverside and Valley.

Prior to a final design being adopted, the city and the Redevelopment Agency received input from all property owners and property owners within the project area. This input was acknowledged there will be some differences in natural seedling flows, all felt this minor inconveniences will be more than worth the end result.

As an outcome of the agency’s commitment to improve the Gateway area, the city already has attracted national retailers such as Wal-Mart, Clothes Time and Ross Dress-For-Less stores. The Redevelopment Agency is actively pursuing additional national retailers, quality “sidewalk” restaurants and a multi-plex movie theater.

Rialto Downtown Transportation Center
Professional experience in both long-range planning and immediate working forces which shape a dynamic future for the Down Town Transportation Center Development in the Central Business District area. The area is crammed with commercial and commuter “friendly” environment which enhances the newly developed land use areas. A city rail line (to and from Los Angeles) is located along the southern downtown transport corridor, the Riverside Avenue and Willow Avenue.

As an outcome of a Design Center (contractors) workshop held in April, 1992, both property owners and city representatives identified a “common vision” for the future of Rialto’s Central Business District. Since the adoption of their recommendations, the Redevelopment Agency has been implementing the community’s “vision” for the downtown area. One recommendation was to have a medium-downtown rail line with a train depot, banquet facilities, day care services for commuters and additional retail/commercial support.

Today, there are plans now in progress for a 4,551-square-foot station designed as the old historic depot once located in the city. The Redevelopment Agency will be seeking a 2,500-square-foot restaurant (diner style) with a 2,500-square-foot flower/water store and newsmagazine stand. If or when you wait outside for cold weather, there is plenty of public seating available in a metered area for 66 feet.

Through a series of grants and reimbursement, the final design of the transportation center will accommodate 200,000 square feet of construction cost estimated to be $900,000. The Redevelopment Agency, with the assistance of all of the city’s departments, is taking immediate steps to make this project a city landmark, decades to come. With involvement from the downtown merchants and historical society, work is progressing toward long-term revitalization goals throughout the Central Business District area. The train depot will serve commuters of MetroLink is the first step for the long term changes to Rialto’s downtown.

Rialto Airport Takes Off
The Rialto Municipal Airport is one of Rialto’s oldest assets and is today undergoing a "take-off" over the past few years. Today owned and operated by the city of Rialto, the Rialto Airport was established in 1946 by Sam Miro. It was originally known as "Rialto Air Park" and was maintained and operated by city of Rialto until 1996. While being operated by the city, the facility, Miro graded and oiled the landing strip, constructed a control tower, and provided lighting for the aircraft. Facilities continue to offer industry with water, sewer, natural gas, roads and electrical power.

Since the acquisition of the airport by the city, north of Palmdale Road, Rialto has doubled in size and population in the southern portion of the city, north of Palmadale Road. Rialto has moved into the center of the city with their new fire station, bringing Inco’s Adelanto developments to approximately 4.7 miles will open up to new development on the northwestern portion of the city with the new extension of the new sewer lift station.

Desert Valley Medical Group opened an urgent care clinic in April of 1993, 500 square feet on 2 acre sites, and can be added by the end of the school year.
The year 1993 saw in excess of 1 million square feet of manufacturing space absorbed and 400,000 in new industrial construction.

The Team Corona program of business retention and expansion is credited with this favorable outcome. The program is an integral part of Corona’s marketing effort, which was recently featured in an area business magazine for its imaginative approach and positive results in economic development. Pointing specifically to the program, the city is cultivating a bond with the business community in an effort to remain business-friendly. As a result, Corona can boast that there is no utility rate tax, no higher property tax rates, no inflationary tax, no higher property tax rates, no inflationary tax, no...
Welcome to Victorville
Southern California

Victorville, key city of the High Desert, is the retail and commercial hub of the Victor Valley. Major highways provide Victorville residents with quick and easy access to Las Vegas to the northeast, Los Angeles to the southeast, Bishop and the Mammoth Lake recreation areas to the north, and San Bernardino and its mountains means to the south.

Victorville is a diverse community. It is a harmonious blend of the past and growth for the future. It offers affordable housing, a skilled labor force, industrial/commercial sites convenient to transportation, and numerous retail shopping facilities.

Along with its growth, Victorville has retained the sense of community so important to families, who find it a great place to live, work and play.

City Government

The city of Victorville topped 50,000 in population in 1993. According to State Department of Finance figures, the population as of Jan. 1, 1993, stood at 53,644, making Victorville the 12th fastest-growing city in California.

Contest, the local phone carrier, has predicted that by the year 2000, Victorville’s population will soar 135 percent to nearly 110,500 residents. Previous forecasts had Victorville growing to that level nearly 10 years earlier.

The city became incorporated on Sept. 21, 1962, with a population of 1,800. Victorville had a budget of $337,000 and 36 full-time employees. Today, the city functions with a $62.8 million budget and has over 225 full-time employees. It provides vital municipal services to the residents in its 67.68 square miles. It operates its own fire department and contracts for police service through San Bernardino County.

As a city, Victorville uses general law and services as one of only 28 small-municipal property tax cities in the state (it does not collect ad valorem property tax for city general fund purposes).

Retail/Commercial Activity

Within the city of Victorville, about 3,250 acres are zoned for commercial use. Retail sales vary from $3.50 to $15.00 per square foot. The city is home to one of the largest regional shopping centers between San Bernardino and Las Vegas. The Mall of Victor Valley is anchored by four major department stores: Harris Co., J.C. Penney, May’s and Sears.

Several new businesses have constructed new facilities and/or made Victorville their home during the last year. Some of the highlights:

• Home Town Buffet, a 20,000-square-foot California-style restaurant, was completed and opened in July, 1993.
• Super 1 Foods, a 50,000-square-foot discount supermarket, opened in late 1993.
• A new Home Depot home improvement outlet was completed and opened in September, 1993.
• The Desert Valley Hospital and Medical Center. This 77-bed hospital and medical center with offices will consist of approximately 220,000 square feet. It is scheduled to open in the spring of 1994.
• In November, the Roy Rogers family announced plans for Rogersdale, USA, a $25 million project anchored by the Roy Rogers Museum, which will become a world-class tourist attraction. Plans for the family are to begin construction in 1994. The project will employ as many as 400 people and establish Victorville as a major tourist destination.

These highlights of the past year do not include the countless smaller retail and commercial developments that added to the city’s base in 1993. Victorville continues to grow and offer a diversified retail/commercial base to serve the residents of the Victor Valley.

Significant Capital Improvements

Victorville has always had a commitment toward planning for growth and in providing the infrastructure necessary for growth. In 1993, the city saw the completion of one of its largest and most costly capital improvements, the Goodwill Interchange at Roy Rogers Drive. This new freeway interchange, located on Interstate 15 between the current Palmdale Road and Mojave Drive interchanges, cost some $19 million in construction and land acquisition costs. It also opened up the central part of the city for improved traffic flow and new development.

Two major east-west streets in the city saw significant capital investments: Green Tree Boulevard, completed in June, 1993, was widened from two lanes to four on its entire length, from Yucca Road to Hospita Road; and Bear Valley Road was widened from two to four lanes in September.

This new year will again see several million dollars worth of capital improvements built to aid traffic flow for the city’s residents and visitors.

Educational Opportunities

Victorville is the home of Victor Valley College, a two-year community college that offers a broad range of educational and vocational training, as well as seminars and programs designed to aid new and established businesses in the Victor Valley. With an enrollment of about 10,000 students, Victor Valley College serves all of the High Desert communities. Its Performing Arts Center is a hub of cultural and entertaining activities and remains in constant demand for a wide range of programs.

Housing

Victorville offers both new and resale homes ranging from $35,000 to $350,000, with the average cost of a standard three-bedroom home at about $127,000. Mobile homes may be placed on some residential lots in Victorville or in one of the 11 mobile home parks.

Retail housing costs from $500 to $800 per month. Apartment buildings rent range from $400 to $615 per month for two-to-three bedroom units.

In 1992, Victorville completed the rehabilitation of the Northgate Village Apartments, using money set aside from the city’s redevelopment agency. Nearly half of the units in the 140-unit complex assist low-to-modest income residents with safe, clean and affordable housing, making the complex a showcase of its kind.

Health/Medical Facilities

Two general hospitals serve Victor Valley, together providing in excess of 200 beds: the Victorville area has 171 general practitioners, 106 dentists, several surgeons, orthopedic surgeons, oral surgeons, pediatricians, obstetricians/gynecologists and ophthalmologists.

History

Prior to the establishment of the Santa Fe railroad through the Cajon Pass, Victorville served primarily as home to American Indians and a rest stop for exploratory expeditions. Railway construction took place under the supervision of Jacob N. Victor, for whom the city was named. Industry and agriculture followed the railroads, with cement manufacturing and apple orchards leading the way.

George Air Force Base was founded in 1941, bringing military personnel to the High Desert. With the discovery of an underground water source, the Victor Valley really began to see significant growth.

Arts, Culture and Leisure

Victorville houses Roy Rogers and Dale Evans Museum, which has memorabilia from their personal and professional lives. The museum attracts thousands of visitors from all over the world each year.

The San Bernardino County Fair in Victorville spans each summer with carnival rides and games, live-stock competition, informational exhibits, a PRCA rodeo, demolition derby, celebrity concerts and much more.

Throughout the year, the fairgrounds plays host to many other activities, including the annual High Desert Opportunity Business Outlook Conference, Home and Garden Show and Independence Day Fireworks Spectacular.

Mojave Narrows Regional Park, located on the city’s border, offers horseback riding, paddle boats, camping, fishing and nature trails. In October, the Mojave Narrows Air Balloon Festival, sponsored by the Victorville Chamber of Commerce, fills the park with thousands of spectators and the sky with a magnificent display of colors.

For an informational packet on Victorville, contact the Victorville Chamber of Commerce at (619) 245-6308. For business information, contact the city of Victorville at (619) 935-3033.

Focus City of Victorville

Victorville, California 92392

15366 11th Street Suite "O"

Inland Empire Business Journal • January 1994

Inland Empire Business Journal • January 1994

Page 42
**Focus on Rancho Mirage**

I
dia is a burgeoning residential, industrial and resort community strategically located in the Coachella Valley, one of the fastest growing areas in the booming Inland Empire.

The city has a major role in the economy of the Valley as an area of retail, automotive, and county government center. Riverside County has an array of county offices in Indio, and an ambitious expansion is in progress creating a broader infrastructure of county services and providing a major catalyst to office, retail and residential growth.

The resort and hospitality industry, which was key to Indio’s growth through its Equestrian Center, is becoming the Valley’s polo hub. The Empire Polo Club and the Eldorado Polo Club provide winter entertainment for visitors and residents.

Indio’s Parks and Recreation Department is involved in the development of an outdoor education center, the city itself is investing in the development of the new Rancho Mirage Civic Center, which has a 7,000-square-foot facility at the southeast corner of Bob Hope Drive and Civic Center Drives.

**Residential Development**

Residential developments under construction include Rancho Mirage Homes, 371 condominium units on 182 acres at the northwest corner of Bob Hope Drive and Ginger Rogers Road. Also under construction is the 58-acre single-family residential development of Vista Montana, a development planned to include 304 single-family residential lots on 130.5 acres and four high density lots on 2.8 acres, located on the east side of Plummer Road between Disarum Drive, Palm Valley School and Mt. View Villas.

**Future of City**

In a recent interview with Indio’s Life magazine, Rancho Mirage Mayor Alan Saman discussed the city’s outlook. “The short-term and long-term future of Rancho Mirage is bright and positive,” he said. We are a relatively small city with good planning to prevent overdevelopment. The development of Highgrove Drive, our city’s main artery of commerce, is in process. The development recognizes the value of the elegance of Rancho Mirage and its potential for future growth.”

**Development Opportunities**

Low-cost utilities, outstanding public facilities, abundant low cost utilities, outstanding climate and unparalleled recreational opportunities are among factors cited as making Indio a high priority when considering relocation of an existing business or locating a site for a new facility.

Indio is located in the state designated Coachella Valley Enterprise Zone, established to attract new industry and recruitment through a series of tax incentives and other benefits discussed in the Enterprise Zone sections of this issue. The city has a plan to underwrite utilities and beautify this downtown view of Rancho Mirage.

**Other projects in the planning stage include**

- 37,000-square-foot Rancho Mirage Civic Center at the southeast corner of Bob Hope Drive and Civic Center Drives.
- 30-acre commercial development in Rancho Mirage during the first quarter of 1994.
- A 36,000-square-foot hotel at the southeast corner of Highway 111 and Frank Sinatra Drive. 
- The 3,000-square-foot foot traffic car wash and fuel station.
- The 12,000-square-foot foot traffic car wash and fuel station.

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The following Radio Stations list should have been included in this list but have failed to provide adequate data. KESS AM & FM. Also: Beirut Wireless AM & FM. If the station did not provide any of the above data, the station is not included on the radio stations list. The list of the data that the information is supposed to supply is accurate as of printer time. While every effort is made to ensure the accuracy and thoroughness of the list, perfect accuracy and thoroughness cannot be guaranteed due to the geographical area coverage, time zone, method of data collection, and methods of data collection are not available. Therefore, we are not able to provide an adequate data set. The list above was obtained from the radio station's list. The list of the data that the information is supposed to supply is accurate as of printer time. While every effort is made to ensure the accuracy and thoroughness of the list, perfect accuracy and thoroughness cannot be guaranteed due to the geographical area coverage, time zone, method of data collection, and methods of data collection are not available. Therefore, we are not able to provide an adequate data set. The list above was obtained from the radio station's list.
1993 Year in Review

Focus
City of San Bernardino

Success Breeds Success in 1993

In the third of December, 1993, the lights went on in downtown San Bernardino signaling the end of a very successful year for the downtown Main Street Program. Literally thousands of white lights adorned the 50-foot-high pine in the center of "E" Street as well as permanent decorative lighting to the top of every building in the entertainment and retail sector of downtown.

This was the culmination of a successful joint venture between local business operators and San Bernardino Downtown Main Street Inc., a division of the Economic Development Agency of the city of San Bernardino, responsible for the success of the revitalization of downtown San Bernardino.

A great deal happened in downtown San Bernardino during 1993 including a change in administration at City Hall. The year saw the opening of Court Street Square, a community facility which, in its short life since May, has been host to over 200 events, including the popular open air concerts and Friday night markets, a Shakespearean Festival, several open air weddings and a host of family and children's events from Main Street Magic to the first Acorn Fever "Campusamival."

At present, Court Street Square is the temporary home of "The Chameleon," a gigantic computerized Virtual Reality Experience, the first to be seen on the West Coast and guaranteed to thrill the participant with its advanced graphics and simulated G forces.

Downtown San Bernardino welcomed several new and exciting restaurants and night spots which, together with the activities on Court Street Square, have helped turn downtown into a center for entertainment, recreation and dining.

Jersey's Sports Bar opened to much acclaim, enthusiasm and excitement. The beautifully restored Heritage Building with its exquisite hand-painted ceilings came to life as the entire building was transformed into a vibrant, action-packed restaurant, sports bar and banquet facility. More than $1 million worth of private capital was invested into the local economy, over 80 new jobs created and a lovely, historic building put to public use through the diligent work of Main Street staff working in close liaison with the EDA and private investors.

Other entertainment spots that opened downtown in 1993 include Cisco's Restaurant and Night Club on the Civic Plaza, the expansion of the Copasetic Cafe with its art exhibitions and modern poetry readings, and SILK's sizzling new Jazz Club on "E" Street.

Not to be overlooked was the opening of San Bernardino's smallest restaurant, Hot Dog, now a definite part of the fabric of Court Street Square. The area around the hot dog stand has become a lively chess club with participants battling knights, kings, bishops and pawns every day at the corner of Court and "E" Street. Last year saw the completion of Phase II of the Street Scapes downtown. The $1.7 million capital improvement project adorned "D" and Court Street with 300 new trees, historical lamp standards, tree grates, banners and other components to match Phase I.

On the private side, 18 downtown businesses took advantage of Main Street's expertise and Facade Improvement grants resulting in $1.2 million of private investment being spent on long-term capital improvements to the exteriors of buildings in the downtown business district. In many of these instances, Main Street has provided both architectural and technical assistance to business operators.

Main Street's popular business recruitment and retention program has been used by over 18 businesses resulting in the creation or retention of 284 jobs for downtown, 102,651 square feet being filled or retained and a potential lease value to property owners of over $4.5 million over the life of the leases.

While Main Street's primary objective is economic development and sound job growth, it also seeks to attract cultural events to improve the quality of life downtown. The newly formed classical theater company Stage One Players have made Court Street Square their permanent home, while Main Street invited the renowned BYU Channer Orchestra as well as the Theater Ballet Company to perform in San Bernardino as part of their 1993 world tour.

Main Street has also devoted a great deal of time promoting the financial as well as the quality of life benefits of establishing in San Bernardino through the publication and dissemination of thousands of pieces of literature, appearances on radio and TV talk shows and attendance at selected expositions and seminars.

While there is little doubt the buzz word in San Bernardino for 1994 will be "Superblock," 1993 saw a tremendous change in both action and attitude in downtown San Bernardino.
Focus
City of TEME…

TEMECULA VALLEY

Nestled between rolling hills, a little more than 15 miles inland from the Pacific Ocean, lies Temecula Valley. Located between Los Angeles and San Diego on the I-15 corridor, this valley, with its mild Mediterranean climate is a virtual paradise for sports and outdoor enthusiasts. Golfers especially will enjoy the area’s many golf courses, including Temecula Creek, Bear Creek, Rancho California Golf Club and Redhawk.

Other outdoor activities to be enjoyed by the entire family include fishing and boating on nearby lakes, hiking in the nature conservancy on the Santa Rosa Plateau, camping out in the Cleveland National Forest, horseback riding, hot air balloon rides and even skydiving.

TEMECULA

Incorporated as a city in 1989, Temecula has been experiencing rapid growth, its population having reached approximately 36,000. The oldest town in California still operating under its aboriginal name, the city is rich in history and offers a taste of the old along with the new. Historic Old Town is lined with antique shops and art galleries, and the Temecula Museum features figures carved in original or duplicated attire from the Old West.

Historical buildings located in Old Town include the “Temecula Jail,” originally built as a wine cellar with rubble granite from the Temecula Quarry and later known as the “Jail,” when used by the sheriff to hold lawbreakers.

Another historical building is G. Machado’s store, built in 1892 by Macedonio Machado. This general merchandise store later became the Temecula Station Post Office, with Machado serving as postmaster. For a long time it was the “Long Branch Saloon” and is now an antique mall.

Walking tours of these and the many other Old Town buildings are available to visitors, as are tours of a number of the area’s 15 fine wineries. Most of the wineries also offer wine tasting, as well as concerts, barn dances and picnic areas.

Among the area’s annual events are Western Days in April and August; the Temecula Valley Balloon and Wine Festival in May; the Ramona Pageant, also in May, and the Temecula Valley Bluegrass Jamboree in July.

MURRIETA

Economic growth in the city of Murrieta showed signs of being on the upswing in 1993. Housing starts increased significantly, manufacturers started moving into the 2 1/2-year-old community, and a new commercial center opened. Housing starts more than doubled during the year, oftentimes a barometer of better economic times ahead.

Among the area’s annual events are Western Days in April and August; the Temecula Valley Balloon and Wine Festival in May; the Ramona Pageant, also in May, and the Temecula Valley Bluegrass Jamboree in July.

Murrieta is a virtually dry city, closed to liquor stores and bars; its population is served by a few taverns, and the “jail” is no longer in use. An 8,000-square-foot facility is set to open in 2000.

Housing starts increased steadily throughout the year. Housing that is selling most readily is in the $120,000 to $140,000 range for 1,800-square-foot homes.

The city streamlined its planning review process during the year, and that played a major role in PROTEC’s decision to pick Murrieta for its new facility.

The company got plan approval in just 37 calendar days under procedures that allow staff approval of smaller projects without going through the city council.

HST Headgear Ltd. has announced plans for a 26,000-square-foot headquarters and distribution facility in Murrieta, which it expects to open in 1994. The firm is said to be one of the nation’s largest manufacturers of a variety of headwear items, such as sunglasses, sun visors, caps and helmets.

In the commercial realm, the first tenants of the 300,000-square-foot Murrieta Springs Plaza opened late in the year. The Home Depot and Service Merchandise are already open, and PetSmart and Nic-Save outlets are scheduled for openings in early 1994.

The year also saw completion of financing and infrastructure agreements with developers of the planned Murrieta Springs Mall. A construction schedule also was set for the regional shopping center, now set to open in the summer of 1996 with some 700,000 square feet of leasable space and three anchor tenants.

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Call your broker to ask about Care America. It's the right choice.
B
dsides the historic citrus

groves, Upland has long

been known for its majec
tic trees which line the

avenues and shade its quality

residential neighborhoods.

The groves may be diminishing,

but the city is committed to

maintaining and enhancing the

quality of life enjoyed by 66,000

Upland residents. A tree dona-
tion and memorial tree planting

program have been initiated to

maintain the lush, green look of

the community.

Existing housing includes

a mix of high-range resi-
dential homes and a sup-

ply of affordable custom homes

and older, architecturally signif-
icant neighborhoods. Upland's
88 years of rich history has

motivated property owners to

preserve many mansions and ci-
rus-based estates. The City Coun-
cil recently directed staff to

prepare Mills Act contracts for

future consideration, with prop-

erties listed on the Local Regis-
ter of Historic Places.

City of

Upland

Focus

Focus

Year in Review

Year in Review

1993

1993

City of

Upland

Upland's Scenic Foothill Avenue.

Robert R. Nolan

Major

City Manager's Office:

City Manager’s Office:

1993

1993

1993

Finance: 931-4160

Finance: 931-4160

City Council: 931-4105

City Council: 931-4105

Purchasing: 931-4170

Purchasing: 931-4170

Recreation: 931-4120

Recreation: 931-4120

Redevelopment Agency: 931-4105

Redevelopment Agency: 931-4105

Chamber of Commerce: 931-4108

Chamber of Commerce: 931-4108

Main Street Upland: 949-4949

San Antonio Community Hospital is the West Valley’s hospital of choice. But many residents are not aware

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Palm Desert retail is "weather-proofing" the recession mindset. Like everywhere in Southern California, the city has felt a nip, and it took here and there with the closure of a few stores and the merging of a few major ones like Robinson's-May, but it appears Palm Desert will emerge even stronger when the tough times are over.

For every store closure, stronger ones are waiting in the wings to take their places, according to Doug O'Brien, Palm Desert Town Center's new general manager. With the Town Center celebrating its 10th anniversary last fall, O'Brien predicts "a may future for our retailers."

"We're 98% occupied right now, and even with some leases up this year, we're taking to strong tenants from both Palm Springs and Palm Desert who want more in them," he said.

The Robinson's-May merger has strengthened the shopping mall by giving a singular focus to the department store's merchandising strategies. Complete remodeling of both stores allows larger areas and easier access to their full line of men's, women's and children's clothing and "soft goods" such as houseware.

Palm Desert's fiscal strength, including having surpassed all other Coachella Valley cities in retail sales since 1988, puts the city in the enviable position to be able to pick and choose who goes where. Not to say there haven't been some heated debates, such as the previously proposed Wal-Mart location and the just completed Desert Springs Market place at Country Club and Cook.

Even the Town Center idea took some heat when it was first proposed. Many forces, however, as the desert's mile-long boulevard of specialty shops, haute couture houses, fine art galleries and restaurants just a few blocks south. In fact, the center's magnet effect drew even more people to Palm Desert to shop because the retail mix became so compelling.

The Town Center first opened with a single department store. Today in addition to Robinson's-May, the center's other three department stores are longtime anchors JC Penney, Bullock's and a four-year-old I. Magnin. At some of the 150 other Town Center shops, you can find everything from cinnamon rolls to pet snakes, from stationary to stationary and from the cutting edge of fashion to scissors and knives.

The beating heart of Palm Desert's retail strength is two-fold, said Leo, executive director of the Palm Desert Chamber of Commerce. "Where other cities are feeling a tug at the reins, Palm Desert, because of its central valley location and year-round population, has recently attracted such nationally-based companies as Mervyn's, Ross and Circuit City, which are all at the new Warin Plaza."

Opened last year along the Fred Waring professional/retail corridor were Pier One Imports, Michael's, an arts and crafts "supermarket," and Trader Joe's, a high-end import store.

"The selection and mix of quality, high-end merchandise with imports, self-serve and discount stores, plus service, all centrally located, has helped create a healthy retail picture for Palm Desert," said Leo.

Merchandising has even touched College of the Desert, whose weekend Spring Fair attracts hundreds of shoppers every Saturday and Sunday morning.

"What's in the 'rosy' future? More of the recent past, says City Economic Development Director Paul Shillcock. Just having celebrated its 25th anniversary, Palm Desert has grown from 600 businesses to 3,000, and from 8 square miles to 25; with a population today of more than 26,000 compared to its initial 4,500. Last year's 1.07/square-mile eastern annexation added only 11,000 residents to Palm Desert but added an array of new development such as a 138,000-square-foot Lucky shopping center on Washington, which adds another grocery store, restaurants and shops to Palm Desert.

Another new commercial development is Desert Springs Mall: whose first phase brings 13,000 square feet of supermarket, upscale restaurant and shops to serve residents along Country Club near Cook. Phase two and three, now undergoing feasibility studies, proposes a museum with associated retail in the second phase and more retail in the third.

Receiving City Council approval last December, Palm Desert's second largest retail center, Desert Crossing, will bring 500,000 square feet of shops to the Palm 15 acres of land on Highway 111 at Painter's Path, across the street from Waring Plaza. Construction is expected to be completed by spring, 1995.

Future development is pointed to the commercially-zoned "moon sphere" where 500 acres were annexed last year. Palm Desert city limits now extend along Monterey from Frank Sinatra to Interstate 10 and include the Price Club and Henesheau warehouse complex as part of its retail mix.

Three plans are for more "free-way oriented" warehouse developments, plus a municipal golf course, hotel and convention center, parks and perhaps some recreational development with retail support services.

From all perspectives, Palm Desert, in the next century, is continuing and strengthening its retail leadership in the Valley.
Cathedral City, with a population of more than 34,000, ranks as the third largest city in the Coachella Valley in population and total taxable sales. With a population growth of more than 200 percent since 1980, it is one of the fastest growing cities in California. It is dedicated to providing both a quality lifestyle and business climate for those who reside there and those still to come.

Cathedral City's impressive development complements a solid foundation of growth in the retail area. Examples of an expanding retail commercial base include a 129,000-square-foot Wal-Mart, opened in November 1992, which has been found to draw people from as far as Blythe, Hemet and Moreno Valley. Also, Kmart recently underwent a major expansion, increasing its product line and market share.

The new Camelot Family Entertainment Center also helps to draw people to the community. Featuring three themed 18-hole miniature golf courses, water bumper boats, a high-tech kids auto track and an entertainment fun center, this park provides much needed affordable activity for the valley's youth.

For the past eight years, Cathedral City has played host to the Desert Princess Drummond Challenge Cup, a one-day, 18-hole event which has become renowned as a world-class sports event with athletes from all over the globe. Opened in September 1992 was a new Ford, Lincoln, Mercury, Nissan dealership, bringing the number of automobile franchises to 23. Most dealerships are located in the Cathedral City Auto Center, which is a major generator of jobs and sales tax.

In January, 1991, the city council adopted a five-year strategic plan establishing the framework for business recruitment and retention.

Although business recruitment remains a high priority, the Cathedral City Redevelopment Agency is developing plans for revitalization of the city's historic downtown area through an appointed Citizens Downtown Task Force. Plans include improvements to Highway 111, building a new city hall and creation of a pedestrian-oriented core. Land acquisitions and the attraction of investment funds are keys to the projects' success.

The city also offers a variety of unique government programs, including a Small Business Information Center. The center offers collateral materials and workshops to entrepreneurs.

The city works closely with the community to provide special programs for businesses. These include Cathedral City's Assessment Districts for Assistance Program, which aids eligible low income homeowners in paying costs of improvements in an assessment district through financial assistance.

The city also offers a community home improvement program to eligible low income homeowners which allows them to make necessary repairs and improvements to their home and property up to a $1,000 grant per fiscal year.

The Sewer Hook-Up Assistance Program (SHARP) provides grants of up to $1,725 for low income households to purchase the Coachella Valley Water District's hook-up fees that are required to be paid before connecting to the sewer. Moderate income households may receive a combination of loan and grant. This assistance is available for one hook-up only.

Health and Safety Inspection Program is intended to uncover, document and eliminate substandard, unhealthy or unsafe living conditions, primarily in renter-occupied dwellings but also in owner-occupied housing.

The city has composed a solid foundation of growth in the city's financial sector. Examples of an expanding retail commercial base include a 129,000-square-foot Wal-Mart, opened in November 1992, which has been found to draw people from as far as Blythe, Hemet and Moreno Valley. Also, Kmart recently underwent a major expansion, increasing its product line and market share.

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Finally, in conjunction with the Riverside County Economic Development Agency, Cathedral City has authority for the issuance of $249,000 in mortgage credit certificates for first-time home buyers and continues to promote this assistance to builders and real estate professionals.

Cathedral City truly maintains a mission. It reflects a unique desire to promote a diverse economy. Cathedral City is a city with a mission. It reflects a unique balance between small-town atmosphere, big-city conveniences and desert resort living. The city has pride and confidence in its future occupied housing.

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We Thought of Everything:
Indian Wells, California

California's Perfect Desert Resort City

Indian Wells is home to internationally recognized sporting and cultural events, yet it is an intimate community with everything one needs within walking distance. Two shopping plazas provide a wide variety of services, and local restaurants serve up a variety of menus and entertainment.

Surrounded and decorated by palm and date trees, the city is proud of its uncrowded streets, clean air, excellent weather and overall first-class quality of life. Private, exclusive communities and clubs, such as The Vintage Club, Eldorado Country Club, Desert Horizon Country Clubs and Indian Wells Country Club, offer the highest level of healthy desert living for the city's nearly 3,000 residents.

The nation's third most affluent city, Indian Wells is home to the wealthy and sports-minded. Professional golfer Lee Trevino, tennis star Chris Evert and Olympic ice skating champion Dorothy Hamill are just some of the prominent members residing in the community.

Indian Wells consistently ranks as four of the most popular resorts to visitors from around the world: The Erawan Garden Resort, Hotel Indian Wells, Hyatt Grand Champions Resort and Sassiier Esmeralda Resort. Out in the eastern edge of the city, somewhat off the beaten path, the four resorts for a quadrant where guests can escape and experience true privacy, comfort and tranquility.

Open to visitors and vacationers and catering to the four resorts are two 18-hole championship golf courses, designed by Ted Robinson, at the Golf Resort at Indian Wells. There also are two 18-hole courses at the Vintage Club, one 18-hole course at the Eldorado Club, one 18-hole course at the Desert Horizons Country Club and three 9-hole courses at Indian Wells Country Club.

The city also boasts 49 grass, clay or hard surface tennis courts, divided among the various resorts and private communities. Open to visitors and spectators are seven courts at the Sassiier Esmeralda Resort, 12 at the Hyatt Grand Champions Resort and eight at the Indian Wells Racquet Club. Each of these facilities offers a full-time tennis pro. In addition, there are 11 courts at the Vintage Club, six at the Eldorado Club and five at the Desert Horizons Country Club.

The Bob Hope Chrysler Classic and the Gulfstream Aerospace Invitational are high-profile golf events staged locally. They are played at the Indian Wells Racquet Club and the Golf Resort at Indian Wells, respectively. Tennis events include the Newweek Championship Cup and the Evert Cup, both played on the courts at the Grand Champions Tennis Club. Other cultural and social events include the Indian Wells International Jazz Festival, the Empire Balloon, Wine and Polo Festival, and the Festival of Gingerbread Houses, a popular holiday event.

Only 17 miles from Palm Springs Airport, the Indian Wells is accessible to most major airlines. With its location in the center of Coachella Valley, it is less than a two-hour drive from either Los Angeles or San Diego.

The proximity to Palm Springs and other desert communities allows residents and visitors to enjoy all of the activities offered by the Coachella Valley, including the Palm Springs Airfa. tram, the Living Desert and the Oasis Waterpark, to name just a few.

Aptly named, Indian Wells began as an Indian village revolving around a hand-built well.

Ted Robinson, at the Golf Resort at Indian Wells. Throughout the decade, tennis tournaments became annual events attracting professionals and intercollegiate champions, but it was golf that seemed to invade the region. In large part due to the Bob Hope Desert Classic, first played at Indian Wells Country Club in its inaugural year (1960), men's golf became clearly established in the city. During the 1970s, when (the Colgate) Nabisco Dinah Shore women's professional tournament played there, women's golf also gained a foothold.

Nearby 100 years after establishment as a stop on the Bradshaw stage line, the city incorporated. On July 14, 1967, Indian Wells became the 400th incorporated city in California and the 16th in Riverside county. The city's growth and the improvements to Indian Wells as rapidly as earlier in the century. The first traffic signals were installed on Highway 111, and ground was broken for the city's fire station. Nearly all the city's improvements were accomplished, all under the eye of Eisenhower. The city's residential future was shaped sometime around 1913 when the Melvin Harman family built their homestead on a section that is now Indian Wells Country Club.

Agriculture became important to the community in 1917 when Los Angeles electrical manufacturer Calvin E. Cook moved his family to Indian Wells. Cook became a pioneer of the date industry, establishing the first large Deglet Noor date garden. By 1922, Indian Wells had a post office, school and general store as well as successful date ranches, and it was reported to be the most quickly developed section of the Coachella Valley.

During the next three decades, Hollywood stars flocked to Indian Wells and the entire Coachella Valley, a few of the most famous being Jackie Cooper, Marlene Dietrich, Clark Gable and Errol Flynn. Desi Arnaz built the popular Indian Wells Hotel in 1937. Indian Wells came a long way since Highway 111 was a dusty stage road. In 1990, the master plan for the city's Highway 111 corridor won a national Citation for Excellence in Urban Design from the American Institute of Architects. The plan recognizes land use, circulation, development and landscape as part of an integral project for the city, and it provides proof that Eisenhower's accomplishments will continue in Indian Wells far into the future.
In late 1992, the city recognized that balancing future budgets would require some significant changes in the way the city operates. The clear consensus of the City Council agreed, and in addition to approving joint cost-savings efforts such as the consolidated maintenance programs, a total of $250,000 in budget contingency funds to the school district over the past two years.

In keeping with the slogan, “It takes an entire village to raise a child,” community volunteers are working with staff from the city and school district to create a master plan for meeting the needs of Claremont’s young people and their families. The ultimate goal of this effort is to clearly identify the needs of local youth and then recommend ways to meet those needs through better use of existing resources, coordinating available services and the city with service gap and overlaps. Commu-nity involvement is a key component of this process, both in developing the plan and in measuring the effort’s success. Once the plan is finalized, the actions spelled out in the document will be put into action by the city, school district and other youth-oriented organizations throughout the community.

Increased Emphasis on Youth

Claremont recognizes the tremendous value in providing quality education and a supportive environment. Not only does it help reduce the community’s economic cost that result from not meeting the needs of today’s youth, it also helps create a future generation of responsible, productive citizens. Many residents noted that realistic way to balance future budgets without further cutting essential city services. And a utility user tax was viewed as being the fairest and most equitable way to raise the needed revenue from everyone in the community. A 5.5% utility tax was adopted by the City Council in February without any organized opposition.

A number of other suggestions were made by the citizens as well, all of which can be segregated into several general objectives. These were:

- cutting wasteful spending
- improving operating efficiency
- encouraging more economic development
- changing methods of service delivery
- and temporarily freezing employees salaries and bonuses any future salary increases on performance, not cost-saving measures

The City Council took all of these suggestions into consideration when preparing the city’s 1993-95 budget. The following are the more innovative programs described below.

For more information about these or any other efforts by the city of Claremont, please contact the city’s community information officer, Mike Maxfield, at (909) 399-5497.

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The maintenance agreement is the first step in what is planned to be a multi-phased program to consolidate a number of city and district services.

Claremont's physical infrastructure represents an investment on the part of its citizens and business owners, one that is quite literally, a lifetime for the entire community. Protecting the city's investment in maintaining a serviceable infrastructure is a responsibility that the city does not take lightly.

Deferring maintenance infrastructure maintenance to help balance future budgets has created a $5 million backlog of needed capital projects. The city has responded to the public’s desire to eliminate that backlog by adopting an aggressive capital improvement program. In 1993-94 alone, the city has committed to resurfacing more than 130 residential streets throughout the community, thereby eliminating 75% of the backlog.

In all, $3 million have been budgeted dollars for capital improvements for infrastructure maintenance in Claremont. This figure represents the first step in creating the maintenance backlog as well as money to meet current maintenance efforts in the future.

Small Business Assistance Program

In the area of increased economic development, one of the long-standing goals of the Claremont Redevelopment Agency is to provide assistance to small businesses and property owners within the city’s redevelopment project areas. Towards that goal, a loan assistance program was developed and finalized by agency staff, with board approval expected in early 1994.

Financial assistance in the form of low- and no-interest loans will be available for improving a property’s appearance, increasing seismic safety, expanding parking facilities, and improving curbs and sidewalks in a Claremont redevelopment area.

Agency staff is also working with the banking community to investigate ways to make it easier for small businesses to obtain financing. It is hoped that by working together, local banks and the city’s bank could stretch their resources to extend more loans.
Focus on City of Hesperia

1993 Year in Review

In a 1993 general plan telephone survey of 1,354 randomly selected residents in Hesperia, nearly 60 percent said the city needed a full-service discount department store. It appears these residents may soon have their wish granted. At the Nov. 9, 1993, Hesperia Planning Commission meeting, commissioners approved a development agreement for a 330,136-square-foot future food and discount store to be built at Main Street and Interstate 15.

Developers say they want to start construction of the project in May of this year and have the first 135,000-square-foot phase open in September. The project must first meet approval of the city council.

The projected figures of the mall at build-out are impressive: 884 jobs, a $12.1 million increase in payroll and $100 million in sales every year. The $40.7 million project is expected to contribute $507,956 a year to Hesperia’s redevelopment agency, as well as adding $1 million in projected sales tax annually.

Once a sleepy railroad stop, Hesperia has grown to be among the 10 fastest-growing cities in the state.

With primarily Clinton stores and fast food restaurants planned, the mall is clearly targeting freeway traffic and is not expected to be in direct competition with most of the city’s existing business. “This is another outside dollars into Hesperia is a welcome change,” said City Manager D. J. Collins. “In the past, we have seen Hesperia’s sales and tax dollars go to neighboring cities, while we have been left with the cost of providing services.”

Vicinityville, for example, had $108.5 million in annual sales in 1990 compared to $252 for Hesperia, according to a draft economic development strategy. In the 1989 survey, most residents reported buying their clothes, appliances, furniture and vehicles outside of Hesperia.

“As the city of Hesperia and the Hesperia Chamber of Commerce work with prospective major retail businesses, we need to target those that will meet the needs of our residents and bring in outside dollars,” Collins said. “We have some great locations along the freeway corridor, Main Street and furniture soon, Bear Valley Road. It is just a matter of letting retailers know about them.

“My hope is that the factory merchant mall is just the beginning,” he stated. “I would also like to see an auto mall, some movie theaters and possibly a mall that can target the retail needs currently not being met in Hesperia, we can all benefit.”

Highway 395 provides access to Reno and Lake Tahoe, and the Atchison Toseka & Santa Fe railway tracks provide a major link between Southern California and the East Coast. The Southern Pacific tracks are directly south of the district.

In 1989, Cal Trans estimated there to be an average of 176,500 daily trips between Highway 395 (just south of Main Street) and Highway 138.

The Ontario International Airport is 14 miles away, and the city has an agreement with the nearby George Air Force Base to end at the east end of the Joshua/West Main Street Improvement District, Cudahy Avenue. With Southern Pacific and Santa Fe railroad tracks nearby, the development Districts cover 72 acres of commercial and industrial sites complete with back-bone structure and is considered one of the top locations in the region.

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Highland remained largely a rural, unincorporated area until the early 1900s. When the Master Planned Community of East Highlands Ranch began construction, the city dedicated its first public park in July of 1993 and is currently developing a 12-acre park that will highlight the citrus agricultural context of the area. East Highlands Ranch and other housing opportunities abound in Highland for the first-time home buyer to the upscale move up buyer. As of July, 1990, the California Association of Realtors reports that the median price of a home in San Bernardino County was $133,207 compared to $248,375 for Orange County and $216,653 for Los Angeles County. These housing opportunities cause Highland to grow at an average annual growth rate of 5% from 1980 to 1990. Highland's growth rate from January 1989 to 1990 was 7.2%. According to the state of California, Highland's population and personal income figures but also the lower price of land in the Inland Empire.

Development Opportunities

The city of Highland is ideally located with easy access to Southern California's freeway system. Interstate 215 lies approximately 5-6 miles west of Highland and Interstate 10 lies less than 4 miles to the south. The completion of the new Foothill Freeway (30-330 Freeway) project in the summer of 1993 enhanced Highland's freeway access. This freeway will link Interstate 10 to the south of Highland and the 215 Freeway to the west and eventually will link with the Foothill Freeway in Pasadena. There are three freeway off-ramps in Highland which will expand commercial opportunities for the city as well as providing access to major markets in Los Angeles, 60 miles to the west, Orange County, 60 miles to the southeast, and Ontario International Airport just 25 miles away. Additionally, numerous rail facilities line Interstate 10 and are easily accessible. The San Bernardino International Tradeport/Airport (former Norton Air Force Base) in the city of San Bernardino and to the southeast of the City of Highland will provide further transportation links with air, trucking and proposed rail routes. There are approximately 2,300 acres at the airport which will allow substantial commercial development to occur. In addition, several large vacant parcels adjacent to the airport are located in Highland. Lockwood has already signed a $100 million, 50-year lease for facilities at the base, which is sure to increase local job opportunities. Negotiations are currently underway with a major air carrier and the J.B. Hunt trucking company. Although no specific site plans are available, it appears that the airport will be a major employment source and will have a major impact on neighboring Highland.

The city of Highland occupies approximately 15 square miles with much of its land still available for development. Highland has an abundance of commercially zoned land with numerous large vacant parcels. There are approximately 290 acres of undeveloped commercial/industrial land. When compared to the existing and proposed housing stock, a major need continues as commercial development is inadequate. Highland has a strong history of encouraging new commercial development to capitalize on these trends. The San Bernardino Economic Development Strategy (1993) which indicates that, over the long term, future high growth can support another 650,000 to 750,000 square feet of additional retail space to serve the needs of local residents. The study also indicates that development potential over the next 5 years for retail, office and other commercial is about 170,000 square feet. In addition, there exists potential for more industrial (10-30 acres) and hotel/motel (5 acres).

Located in the heart of the Inland Empire, Highland has experienced a high rate of growth and

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REVITALIZING RIVERSIDE

The dawning of 1993 saw the city of Riverside presented with a unique and challenging task in regards to the revitalization of its downtown area. In the final days of 1992, the historic Mission Inn, represented with a unique and effective effort of the Riverside's Redevelopment Agency, embarked on an ambitious project to move rapidly forward with the rebirth of our historic downtown to become the home for major state and federal courts. As it develops, the Justice Center will arrive for the same high standards of architectural quality and judicial dignity embodied in the restored County Courthouse. Public spaces will be distinguished by quiet, but not austere, beauty and should welcome frequent usage. At the edges of the Justice Center, private developers should be encouraged to construct first-class office space to meet the needs of legal and other professionals serving the justice system.

Faced with these difficult realities and the challenge presented to move rapidly forward with the rebirth of our historic downtown, the city of Riverside and its Redevelopment Agency embarked on an ambitious program to maximize our potential for success in this most critical area. The program established for this purpose was designed around three key pieces which we believe will provide the necessary focus to ensure its success. These three elements are as follows:

MISSION INN DISTRICT
Taking its name from the area's most prominent landmark, the Mission Inn district should look like and function as a historic "urban resort." The blocks surrounding the Inn and the Convention Center will cater to pedestrian-oriented national interests, including retail shops, cafes, fult-service restaurants, museums, theaters and places featuring live entertainment. The environment will be colorful and family-friendly, and any new construction will reinforce Riverside's historical architectural traditions.

JUSTICE CENTER
The Justice Center will create a secure downtown "office park" for the courts and other governmental activities. Anchored by the presence of the county's facilities, it will become the home for major state and federal courts. As it develops, the Justice Center will arrive for the same high standards of architectural quality and judicial dignity embodied in the restored County Courthouse. Public spaces will be distinguished by quiet, but not austere, beauty and should welcome frequent usage. At the edges of the Justice Center, private developers should be encouraged to construct first-class office space to meet the needs of legal and other professionals serving the justice system.

MARKETPLACE & METROLINK
The location of Bierch's Marketplace project along the 91 Freeway, combined with the presence of the Metrolink rail station, will lead to this area's development as a transportation-oriented dining and entertainment center. Restaurants, "sports bars," movie theaters, outlet retail and other amenities will take advantage of the freeway visibility and commuter rail accessibility and provide mass market recreational opportunities.

For the visitor to Riverside, as well as the daily user, it is imperative that the three downtown activities work as a well-integrated unit. The key to this linkage is a public transit system based on large, revenue-producing trolley buses operating on public streets, combined with small-scale, historically-themed transportation proposals traversing the Main Street corridor — the Riverside Trolley Mall.

The already-approved and funded fleet of zero-emission trolley buses will be operating in the downtown, Marketplace and University Avenue corridor by the spring of 1994. This system, operated by the Riverside Transit Authority, the Redevelopment Agency proposes to create an "historic" transportation experience on the existing pedestrian mall. Together, they will be possible for users to move between the Mission Inn district, the Justice Center and the Marketplace along attractive and interesting routes which are immediately adjacent to some of downtown's chief employment centers.

While a significant amount of the city's and agency's energy and resources have been expended during this past year, we are not giving up. This year, downtown revitalization efforts, the city and agency's energy and resources have been increased during this past year. Today, we are on the cusp of achieving something extraordinary for this downtown revitalization effort, the city and agency's energy and resources have been increased during this past year. Today, we are on the cusp of achieving something extraordinary for this project that we believe will be a model for other communities.

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Focus on Redlands

Inland Empire Business Journal

January 1994

Year in Review

City of Redlands

Redlands grew up around the citrus industry, flourished as more and more smoldering trees began bearing fruit. Today, with a wide range of industrial, service and retail businesses, the city is no longer reliant on the whims of nature that can be the curse of communities dependent on agriculture.

Major employers run the gamut from government and high-tech computer services to furniture and plastic products manufacturing. The health care industry is a fast-growing segment of the economy as Redlands/Loma Linda has begun to take its place as the premier health services and medical research area in the region.

No longer do residents have to drive to other communities for shopping. With the expansion of the retail sector, everything available in Redlands at competitive prices. Major retailers include Harris, Kmart, Smart and Mervyns.

Redlands economy during 1993 was in a holding pattern, but the city is poised to take advantage of the upturn in the economy. Several large developments are planned for the west side of the city in the East Valley Corridor.

The conversion of Norton Air Force Base in 1995 held great promise for a significant employment center for the region.

As a show of faith in the health of the business community, the Redlands Chamber of Commerce (which celebrated its 100th anniversary this past year) is building a new headquarters at the corner of Redlands Boulevard and Orange Street.

HISTORY

In the Southern California land boom of the 1800s, many would-be cities were founded. The city of Redlands thrived. This lovely valley is set in a circle formed by the high San Gabriel Mountains on the west, the rugged San Bernadinos to the north and the equally awe-striking San Jacomos south and east.

Founded in 1851 by two young men, G. F. Judson and Frank E. Brown, the town was laid out with the north half being called "Loganville," after a Spanish don and the south half being called "Redlands." Because of the color of its iron-strewn soil. In 1893, the community was united as "Redlands" by popular vote and became incorporated.

Redlands immediately began to take shape as a city of charm and beauty. Soon after its incorporation, it became a popular resort for eastern visitors, particularly during the winter months. Its mild climate and attractive residential sections drew many of these visitors as permanent residences, adding significantly to the city's reputation as a fine residential, cultural and educational community. Early settlers brought the clear waters of the nearby mountains to irrigate the soil, helping to make the valley the "Navel Orange Capital of the World."

Today, Redlands has an abundance of vegetation that includes citrus groves, palm trees and flowers of a hundred different varieties. The many parks and areas within the city, still consisting of structures built during the nineteenth century, help make Redlands a pleasant contrast to the bustle of the freeways and noise of many a large metropolis.

EDUCATION

The basic aim of the Redlands Unified School District is to provide children with an inspirational education that will encourage the development of their full potential.

The school district covers an area of 147 square miles and serves approximately 14,000 children living in Redlands and the surrounding communities.

There are 14 elementary schools and two middle schools. Redlands High School is centrally located.

The freshman campus is located within a short distance of the main campus. In addition to its top-notch academic program, the high school has an outstanding extracurricular activities in music, sports, drama and other arts. Orangewood High School offers a continuation education program which offers students a wide variety of courses leading to a high school diploma.

They also offer courses to meet the varying needs of the community.

Job training for students is also offered through the Regional Occupational Program available to the Redlands, Yucaipa and Colton school districts. As part of Redlands' educational facilities, there are several private and parochial schools, offering fine and varied courses of instruction.

The University of Redlands is one of Southern California's oldest and most famous universities. It is an inter-denominational, co-educational college. It operates in the privately supported, liberal arts tradition, and though the curriculum is planned around the liberal arts core, it provides a broad background for vocational preparation as well.

The University of Redlands is the Orange Capital of the World.

Bernardino College (10 miles to the west in San Bernardino) serve the junior college needs of Redlands' residents. Private and state-funded colleges and universities abound in the immediate area with institutions of higher education located within a half hour driving radius.

CULTURE

Much of the cultural life of the community is centered around the University of Redlands and the University of Redlands at Upland Campus.

The University of Redlands is the Orange Capital of the World.

The addresses

The University of Redlands is located in Redlands. It was established in 1891 to teach agriculture and stockraising to the students.

ENTERTAINMENT

A wide range of recreational activities are available to Redlands residents. Beautiful tennis courts for public use are located throughout the city. The Redlands Country Club has an 18-hole private golf course with several outstanding public courses close by as well.

The University of Redlands is the Orange Capital of the World.

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Sylvan Park is well acclaimed for its beauty and usefulness. Its facilities include a children's playground, a softball diamond, bowling lanes, shuffleboard courts, a picnic area, volleyball courts and horseshoe pitching.

Redlands is famous for its wealth of turn-of-the-century Victorian homes, and the Chamber of Commerce offers a drive by tour featuring 19 of the most historically significant. The addresses of the oldest homes are also supplied, all having been noted for their age, elegance and preservation.

Additional entertainment can be found at the bowling alley, roller skating rink and motion picture theater. Excellent hiking and riding areas surround the city as well.

"We try to think of all the safety angles, but things get overlooked.

For the Clough's Rhubarb Company, the answer to their workers' comp and medical benefits coverage was the FHP 24 Hour Managed Care Program.

"Ours is a family business," says Michael Clough, Operations Manager. "When you process fruits and vegetables, sometimes accidents happen. The FHP 24 Hour Managed Care Program has helped us deal with that tremendously.

We try to think of all the safety angles, but things get overlooked.

With the FHP 24 Hour Managed Care Program, our safety standards improved right away. Now, if an accident does happen, they're on it right away. Quality care, 24 hours a day. And when there is litigation, it's processed efficiently.

The first three years we were with the FHP 24 Hour Managed Care Program, we saved $100,000. You're not going to get any better than that."

To find out how the FHP 24 Hour Managed Care Program can help your business, call 1-800-842-4347 or your insurance broker.

"We're a family business that's always cared about the people who work here. With the help of FHP, we'll be able to stay that way."

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The FHP 24 Hour Managed Care Program is now offered by FHP and its corporate affiliates, Great Dane Insurance Company, in California, Arizona, and Nevada, and its affiliate insurance company.
Ontario at the Center of Inland Empire Economy

Ontario is the Inland Empire's most diverse and dynamic business center. Location, easy access and well-developed transportation networks might be enough for such status, but Ontario's business appeal is based on much more than geography. In Ontario, major commercial and industrial companies, including more than 20 Fortune 500 companies, benefit from the region's large, skilled labor pool, a variety of affordable locations for building or leasing customized business settings; an international export market served by Ontario International Airport and the UPS West Coast Air Hub, as well as any other factor, strong public and private commitment to the business community's success.

In recent years, these obvious reasons for Ontario's growth have been coupled with creative business retention and attraction programs, visionary planning and diverse development.

Convention Center

The most recent good news from Ontario is progress toward construction of a fully-funded, $50 million convention center. This facility, to be built just north of the Ontario International Airport, will accommodate about 76 major events a year and stimulate dramatic growth for the city's already strong hospitality industry. Studies project that, in addition to creating nearly 800 new jobs, the convention center also will generate $74 million a year in economic benefits to the area. With a 17.5-acre site ready for construction, and the selection of a design-build team just weeks away, Ontario officials are looking toward completion of the complex in 1996. That will be fine timing, indeed, to accommodate the increased number of visitors flying into a remodeled and enlarged airport.

Major Business Settings

Several business settings, both completed and under development, offer choices that appeal to companies planning to relocate or expand their operations. Ontario Center, a 673-acre, mixed-use development by Chevron Land and Development Co., includes residential, retail, hotel and corporate office development. This center is home to a number of Fortune 500 companies and other major regional businesses.

California Commerce Center and California Commerce Center North include more than 3,000 acres of business development. This area includes Ontario's Foreign Trade Zone (FTZ) 50-1, part of the largest FTZ in the nation; more than 10.2 million square feet of buildings that are home to more than 400 businesses; the 98-acre Ontario Auto Center, and the proposed Ontario Multi-park, a 150-acre value-oriented retail mall. California Commerce Center, already strong, still contains space to grow.

Centrelake Business Park is a 70-acre master-planned development near the airport that includes offices, restaurants and hotel projects. Kline Center is a 50-acre, master-planned business park between the San Bernardino (I-10) Freeway and the airport.

Good planning and proximity to two rail lines, three major freeways and the airport have resulted in a dynamic mix of office, retail, hospitality and industrial development.

Fringe Benefits for Ontario Businesses

Anyone considering doing business in Ontario should also consider what the community can mean to executives and employees alike. This well-established, 102-year-old city offers its 140,000 residents more than 100 acres of parks, extensive recreational facilities and activities, libraries, museums, theaters and one of Southern California's finest public education systems.

In addition to being within minutes from 26 two- and four-year colleges or universities, Ontario also is home to an innovative Education Center that provides facilities for a wide variety of higher education classes, specialized study programs, business resources and technical assistance.

Health care facilities are among the Southland's best, hotels and restaurants among the finest and community safety programs among the most efficient. Housing can be found in Ontario as any affordability range and includes older, stately neighborhoods, apartments, condominiums and new subdivisions.

Well-designed programs and facilities have been developed with assistance to business in mind. CARE

To show that this is a community that really does CARE about business, a Consolidated Active Retention Effort (CARE) is establishing effective programs to help, on a one-to-one basis, businesses prevent or solve difficulties they might be facing.


Business Resource Center

Inland Empire employees of major Los Angeles area companies can stay close to home by working out of the Ontario Telebusiness Workcenter.

Plans are being finalized to create in one facility this state-of-the-art workcenter and an International Business Resource Center. Together, they will provide facilities, technologies, services and information necessary to help businesses function efficiently and cost effectively.

The Ontario Telebusiness Workcenter, operated by the city of Ontario, provides space and services allowing Ontario area residents to work near their homes for employers many miles away.

The International Business Resource Center, to be operated by the Ontario Chamber of Commerce, will support expansion of both international and domestic business in the Ontario area.

Among other things, the combined facility will offer private offices, conference rooms, copiers and satellites, teleconferencing, facsimile and photocopying services, certificates of origin, multi-media video equipment, notary public, limited multi-lingual secretarial and message services and access to a wide variety of information and resources.

As a growing number of businesses have learned, any search for a new business site must include a good look at Ontario.
218,000 attended in 1992 set by the High Desert Mavericks. To continue support of this community enthusiasm, the stadium’s seating capacity will be increased to 6,000 seats for the ’94 season. The demand for Quakes information and souvenirs has even spawned the opening of a year-round retail outlet, the Quakes’ Clubhouse, in Terra Vista Town Center. The ball field and gift shop at the “EpiCenter” have also remained open to visitors Mondays through Fridays.

Community Improvement

The fall of 1994 will herald the opening of a long-awaited Rancho Cucamonga municipal library, which will offer residents and business people improved access to books and services. It will be located at 7364 Archibald, just south of Baseline, and will more than double the square footage of the current facility. The property has already been purchased by the Redevelopment Agency (with previous bond proceeds earmarked specifically for a library) and is now undergoing interior space planning and structural improvements. A new, enlarged collection of books (70,000 volumes vs. the county’s current 32,000) will also be purchased with these monies, along with the required furniture, fixtures and equipment. This library will serve as an interim facility until future fiscal conditions allow the city to fulfill its dreams of a larger, more comprehensive library within Central Park.

Rancho Cucamonga’s Metro-Link station was also sited this year, along the Santa Fe rail line near Milliken. This location was chosen to best serve the needs of residents as well as for its proximity to the I-15 freeway. It is expected to be one of the busiest of the Metro-Link stations, opening in late 1994 and serving many of the high desert’s commuters. Nearby, plans by General Dynamics for the re-use of the former plant were announced and included an 18-hole championship golf course. This 375-acre development will also include a clubhouse, driving range and lighted par-3 course, in addition to proposed business, retail and entertainment uses. The golf course is expected to open in 1995.

Business Efforts

In April, California Business Magazine described Rancho Cucamonga as the 16th best mid-size city to “do business in.” Their evaluation was based on parameters “critical to the health of local businesses,” as well as intangibles such as ambience, culture and quality of life. Peter Uberroth has also suggested that businesses would be wise to open operations in residential communities like Rancho Cucamonga—cities that boast family-oriented residents that support their community and prefer working close to home.

Business-retention efforts have been highlighted in 1993, too, which saw the advent of BRACE, an organization representing united efforts of the city, chamber and local utility companies. This teamwork approach has led to joint assistance and cooperation in the meeting of industrial UL requirements, which can often be an obstacle to expansion plans or new development. Rancho Cucamonga is also supporting its businesses via quarterly New Business receptions and a “Shop R.C.” campaign, initiated by the Chamber of Commerce.

Economic Development and Affordable Housing

When companies are evaluating prospective locations to open, expand or relocate to, one of the most important considerations is always the price of local housing. Firms want to offer their labor force a variety of housing with an emphasis on its affordability. It also allows them to recruit employees more easily. To meet the requirements of these new incoming companies, one of the Redevelopment Agency’s most important duties is to provide this affordable housing. To that end, this year, a portion of the rental units at Rancho Verde Village and the Pepperwood Apartments have been purchased by the RDA. This has proven to be a very cost-effective method, too, since “built” units are less expensive than new construction.
Festmed at an altitude of 5,100 ft. In a forest of eucalyptus and box just 40 miles from Los Angeles, Lake Arrowhead, a 784-acre alpine lake some describe as the “Jewel of San Bernardino County,” is located just 90 miles east of downtown Los Angeles, Lake Arrowhead is the home of 7,300 permanent residents and a population of 13 million.

The Lake Arrowhead communities are nestled on 9,215 privately-owned acres totally enclosed within the 112,000-acre San Bernardino National Forest. The man-made lake was created in the early 1900s. Access from the San Bernardino Valley below is via State Highway 18, a nationally designated scenic byway known as “Rim of the World Highway.” Most of this 18-mile route is one-way, four-lane limited access freeway. Just 10 miles away, the last remaining mile being a two-lane all weather road providing magnifical views over the Southern California basin.

Almost all the private land surrounding the lake has been subdivided into 20,000 residential lots. About 10,000 of these lots are in Arrowhead Woods, where property ownership carries with it the right to use the lake.

Ten thousand lots have been improved with residences ranging from modest cabins to some of the most expensive homes in the world. Four thousand of these lots are in Arrowhead Estates, a subdivision by the permanent population of about 10,000. The 6,300-home community extends 7 miles along the west shore and up the canyon hillside, the population swells to 40,000.

ECOLOGY

Tourism is the primary economic generator for the area, contributing $78 million a year.

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Although by nearly any economic measure, the past year has fallen short of normal expectations, San Bernardino County has successfully maintained a positive business climate that is creating conditions for growth even if they are not on an equal plane with other parts of the state.

The regional cooperation to which we are committed is essential for the health and continued growth of the county and community leaders in the High Desert have established a regional organization to foster public-private partnerships, as well as a full-slate of job training and supportive services. The county has implemented a variety of business incentives and programs to assist with these efforts, the current outward migration of companies from California combined with increased efforts of other states to "pave" our local businesses, now makes it essential that we make a conscious, comprehensive effort to, in effect, "help" the company.

The county's New Business Retention Program is, therefore, currently focused on identifying local companies with relocation plans and on informing these companies, via direct mail and personal contact, of the various incentives programs the county has available. Staff is working with local businesses, community and county groups in assisting counties locating and expanding in the county. The primary purpose of the Business Expansion Revolving Loan and incentives programs the county has available. The county has developed an informational materials and programmatic assistance, public-private partnerships with local businesses, now makes it essential that we make a conscious, comprehensive effort to assist with these efforts.

It is well recognized that San Bernardino County is advantageous position as the eastern entrance to the greater Los Angeles marketplace and, correspondingly, to the entire Pacific Rim world trade network. This, combined with an unpaved highway network and natural transportation corridor, provides an inherent stimulus to local commerce which can only be enhanced by the implementation of effective business incentives.

The responsibility of progressive, forward-thinking public agencies to take all cost-effectiveness actions to create the most advantageous possible environment for the location, expansion and retention of the type of firms and employment that residents desire by its citizens. Toward this end, the county of San Bernardino’s efforts in the implementation of incentive programs has been very effective. The result has been an increase in the number of businesses locating in the county.

In some cases, large military installations have been affected. The result of these programs has been a documented three-year history of profitability, a certificate of the county and both San Bernardino and Riverside Counties.

Consistent with the regional approach has been the establishment of a variety of business incentives and supportive services, public-private partnerships, as well as a full-slate of job training and supportive services. The county has developed an informational materials and programmatic assistance, public-private partnerships with local businesses, now makes it essential that we make a conscious, comprehensive effort to assist with these efforts.

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In a value and service-oriented concept, the managers of Montclair Plaza are focusing on quality merchants and a fashionable and attractive shopping environment. Even if the Plaza fails to retain the title as the only major regional mall serving the west end, it is doubtful it will lose ground as a center for upscale, high-quality merchandise.

Homebuyer Assistance Program
Qualifying potential Montclair homebuyers may soon be able to...

Montclair Plaza Rallies the Competition
In the war for shopping mall pre-eminence, Montclair Plaza is not giving the competition a chance. As the only regional mall in the west end, the "competition" to the Montclair Plaza is not what is experienced by other big malls. This is due to a combination of several factors, including a cooperative local government that promotes mall expansion, an economy that discourages development of competing major malls, and a carefully designed layout strategy that includes mall marketing, appealing, ongoing modernization of mall stores and facilities, re-merchandising projects, and a future outlook for new growth and development.

Plaza managers are concerned about the looming specter of regional malls opening in area communities. With that in mind, the Plaza continues to upgrade the quality of its tenants. This marketing strategy makes it appear that a number of stores have left the mall in recent months. Actually, when a lease expires, Plaza managers evaluate the tenant and often fail to extend the lease to make room for a new, high-quality store. During 1993, re-merchandising activity has resulted in the remodeling and relocation of 18 existing tenants and the addition of 12 new merchants.
Fontana Hanging Tough in Tough Times

While much bad economic news is heard and the state and local economy remains sluggish, Fontana can look back on its development efforts and several major economic and community development projects in 1993.

The Empire Center

The Empire Center is an ambitious development of the Alexander Haagen Company of Manhattan Beach, California. The Empire Center is located south of the I-10 Freeway at Sierra Avenue. At build-out, the Empire Center will total more than 500 acres and include regional, community, and neighborhood shopping, garden offices, an entertainment center, and residential units.

The Palm Court Retail Center is the first 60-acre, $60 million development within Empire Center. At build-out, the Palm Court will total almost 625,000 square feet of leasable space. Opened in March 1992, Palm Court has now completed its first full year and a half of operation and boasts a 73% occupancy. Major anchor tenants in the Palm Court include Smith Dairy, which operates a 11-acre community park, and the City of Fontana, which will include office, retail and commercial uses oriented to providing neighborhood, community, and regional commercial needs. Also, a corporate center/restaurant row and business park will be located along the future Foothill Freeway (Route 30). Two neighborhood parks are proposed. One will be a historic park incorporating the historic part of the site as an olive-growing site. The Specific Plan also includes major economic development for the city's 35-acre community park.

Fontana Redevelopment Project Area

The Fontana Redevelopment Agency is working for you and your community on the following projects:

- Foothill Boulevard. The agency is working with Caltrans to carry out major improvements to Foothill Boulevard from East Avenue to Hemlock. Only the north half of the street is to be reconstructed, because the south half is outside the Fontana city limits. Improvements will include additional lanes, landscaping, street lighting and new and upgraded traffic signals. The project is scheduled to be completed by the end of 1994.

- Highland Haven. The City Council has determined that a sewer main to be placed along Foothill Boulevard and off the freeway. Subject to the availability of funds, reconstruction of the interchange could start in late 1993.

The city of Fontana is an active participant in the development of the Empire Center. The Fontana Public Financing Authority will issue a $17.2 million bond certificate of participation bond of the work. The acquisition of public rights-of-way and sites in 1993, for fire and police facilities and a commuter park and ride lot. In addition, the city coordinated the formation of a community facilities district and the sale of a $44.2 million bond issue to finance construction of needed infrastructure including streets, sewer and storm drain systems, median and parkways.

Palm Court is expected to generate over $2.5 million annually in new sales taxes revenues for the city and $100 million in property tax increment revenues to the Redevelopment Agency.

The development of the Empire Center and the Phase I Palm Court will be an excellent example of the furthering of Fontana's economic strategy. The success of the effort to date is all the more remarkable given that the construction of the private and public facilities were accomplished in the midst of one of the most recent economic recessions in history.

The Redevelopment Agency

The Fontana Redevelopment Agency is in the process of planning for the proposed Fontana Auto Mall, to be built on city-owned land, between the I-10 Freeway and the Arrow Highway. Anticipated dealerships include Ford, Chevrolet, Mazda, Toyota, Honda, Nissan, and Chrysler. The Auto Mall is scheduled to open in 1995 and will offer a relaxed shopping atmosphere in a beautiful environment featuring state-of-the-art facilities. It will offer sales and service for Fontana residents and is expected to be open to hundreds of thousands of daily commuters on the San Bernardino (I-10) Freeway.

The Inland Empire, located at the southwest corner of Sierra Avenue and Valley Boulevard, continues to thrive. From a haircut to a brake job, and from a milkshake to fresh fruits and vegetables, food, transportation and postal services, fine dining, an ultra-modern health care facility, and a parking structure, the center meets the Fontana community's needs. Toys-R-Us and Kid-R-Us, joined recently by the large Expo Market where Phar-Mor used to be, Applebee's restaurant and a variety of other businesses offer a complete retail shopping experience. Edwards Theaters enjoyed a record breaking summer in 1993. A new Country Harvest Buffet will open in 1994.

North Fontana Redevelopment Project Area

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Focus: Pomona

Keeping Pomona on the Competitive Edge

Tough but hopeful economic times have been embraced by the City Council, Planning Commission and Community Development Department staff to keep Pomona on the competitive edge. City codes have been revised, new housing programs have been implemented, new land use plans prepared and Community Development Department services made more user-friendly. In retrospect, some of the 1993 efforts are chronicled below.

Christmas in April

Christmas in April is neighbor helping neighbor. The city of Pomona's first Christmas in April took place on Saturday, April 24, 1993, with 12 homes. Hundreds of participants helped tackle sagging roofs, leaky pipes, peeling paint and rotting steps for people who cannot help themselves. Repairs were made in the following areas: carpentry, plumbing, electrical, plastering, painting, glazing, weather stripping and locksmithing. Participants also helped with trash removal and cleaning.

Funding for Christmas in April came from businesses, foundations, service organizations and clubs, churches and synagogues, associations and individuals. The "Adopt a House" program provided cash donations of $1,500 to $2,500 per house.

Permits Facilitator Program

A new service was begun in May of 1993 to enable applicants to understand the conditional use permit, variance and tentative map processes. The program provides Spanish translation and interpretation for those requesting it, assists the physically challenged and meets with contractors and applicants to assist with actions required for public hearings before the City Council and Planning Commission. Most importantly, the facilitator program entails no additional fees or paperwork.

One-Stop Permit Processing Counter

Simplifying the entitlement process for businesses within Pomona is the city's One-Stop Permit Processing Counter. Designed to consolidate and expedite construction plan review and permit issuing functions, the city's goal is to provide prompt and accurate assistance and insure all projects proceed without delay.

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Major Development Projects

New development projects during 1993 included Smith's Food and Drug Center, a 6,830-square-foot shopping center on 1.63 acres at 2094 S. Garey Avenue, opened Aug. 30. Other new developments were Toys R Us, 2727 Towne Avenue, opened Nov. 22; Pic and Expo, across the street; Vons Food and Drug Center, a 5,000-square-foot shopping center on 8.62 acres at 1955 Indian Hill Boulevard, opened Dec. 16; Burger King Restaurant, 1955 Indian Hill Boulevard; the future campus of Western College, across Temple Avenue from the Pomona College, bringing the total number of dealerships in the center to six.

Burger King Restaurant, 1955 Indian Hill Boulevard, is scheduled to open in February 1994. City wide, the demolition of 30 existing building structures and the construction of 10 new building structures is scheduled for completion in June. Also, a 24-unit condo development at 2067 N. Garey Avenue was approved by the Planning Commission on Oct. 10, 1993; grading is in progress for a 38-unit condo development at 2809 W. Mission Boulevard, and work is underway on a 42,752-square-foot bowling alley conversion and remodeling to a retail and office commercial building at 2255 S. Garey Avenue.

Metrolink Station

Kicking off the holidays, commuters from Pomona to Union Station in downtown Los Angeles in less than 30 minutes. Pomona's 213 million Metrolink station serves also as a multi-modal center by accommodating commuters who travel to the station by bus, shuttle or private vehicle.

Located between North Garey Avenue and Fulton Road, just north of Arrow Highway and south of Bonita Avenue, the station comfortably accommodates groups of up to 700 commuters per day.

Shilo Inns

A candle-lit romantic evening is just a click away with our special gift enclosure for one night of guests at Shilo Inns. This enclosure is available for $33.00. For reservations, please call 1-800-222-2244.

Shilo's Pomona Hilltop features 130 deluxe suites, convention space for 500 people, fine dining restaurant and lounge.

Shilo's Pomona Hilltop Hotel is a part of Shilo's inns family, which is an ideal destination at an affordable price.
**Focus of Loma Linda**

**EXPANDING SERVICE & BUSINESS EMPHASIS**

The tradition of providing state-of-the-art health care and quality health science education to the Inland Empire and the entire region continues to expand at Loma Linda.

Loma Linda University has greatly expanded the number and variety of Health Science curriculums it has available, in addition to construction of a major new sports and recreation complex which will be made available to the entire community.

Loma Linda University Medical Center continues to significantly expand the health care services and facilities it provides to the region. The Children’s Hospital, which just opened, and the cancer research facilities it provides to the region. The Loma Linda University Medical Center continues to significantly expand the health care services and facilities it provides to the region.

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**Construction on Drayson Center Begins**

Construction on the new Drayson Center, a $16.2 million renovation and wellness center, began in mid-1993. Named after Loma Linda University benefactors Ronald and Grace Drayson of Riverside, the new complex will include a gymnasium, several activity rooms, five indoor racquetball/handball courts, weight-training areas and a rock-climbing wall. Fully-equipped women’s and men’s locker rooms will be available for use by patients.

The indoor facility will also house a student life center with a student lounge and cafe, a table game room, an arts and crafts area, a food preparation area and a babysitting area. In addition to the indoor facilities, two recreation pools with an outdoor Jacuzzi, a water slide and a pool deck will be built. A large playing area will contain four lighted softball fields, a jogging track and several lighted tennis courts.

**New Restaurants**

Choose Loma Linda

Loma Linda is known for its long-awaited Children’s Hospital on Nov. 10, 1993. With its opening, the new hospital became a destination for all children receiving treatment for such serious illnesses as cancer, heart disease, cystic fibrosis, kidney or liver disease and diabetes, or those requiring special neonatal care immediately following birth.

Families staying at the Ronald McDonald House will be asked to make a donation of $5 per day. If a family is unable to pay, they are welcome to stay free of charge.

At Boerner Truck Center, when they talk about trucks, they’re not talking about little pick-up trucks.

“We’re dealing in commercial trucks,” says Stan Lewis, President of Boerner Truck Center.

“...accidents come with the territory. Providing a good workers’ comp and medical benefit program couldn’t be more important to this company. That’s why we went with the FHP 24 Hour Managed Care Program. They’ve been totally involved in helping us set up new safety standards. Sure, we still get back strains and other minor injuries, but now, our claims are processed in half the time it used to take.”

“You know, we’ve been with the FHP program for three years. They’ve always been responsive and proactive in their dealings with us. And, more importantly, they’ve always provided our employees with excellent medical care. With the FHP 24 Hour Managed Care Program, our people are seeing the best doctors around. And on top of that, the whole legal process has been streamlined. That ought to make everyone feel good in a hurry.”

“The FHP 24 Hour Managed Care Program can help your business, call 1-800-842-4347 or your insurance broker. “Knowing that our insurance company is totally on top of things makes me and everyone else around here feel good.”

**Accidents happen. It’s part of life. How you deal with them can make a lifetime of difference.”**

President, Stan Lewis, Boerner Truck Center

**Loma Linda University Medical Center’s Hospital Opens**

Loma Linda University Children’s Hospital is unique because it is a center for the treatment of cancer with the world’s first hospital-based proton beam therapy, an entirely new modality for cancer treatment. The new hospital, located adjacent to the Medical Center, contains 240,000 square feet and cost approximately $56 million to construct.

**New Research Center Construction Planning Nears Completion**

Architectural planning for a new $20.3 million Loma Linda University Medical Center Research Institute reached its completion stages near the end of 1993. Construction on the new research center is expected to begin in mid-1994.

The Research Institute will take approximately two years to build after construction begins. Plans call for a four-story, stand-alone structure located on the north side of the Medical Center. The new facility will provide approximately 65,000 square feet (out of a total of nearly 100,000) for research and faculty offices, laboratories, teaching, educational and conference facilities, and administrative support.

The center is being built to encourage Loma Linda University Medical Center’s goal of developing a full-scale, multidisciplinary approach in the treatment of cancer and other diseases.

Ronald McDonald House

Hand-raising is nearly complete for a proposed $2.5 million Ronald McDonald House stand for construction near the corner of Bartow Road and Anderson Streets in Loma Linda. Construction began on site, but a major break in the facility’s construction has raised $25,000. The house will serve as a "home-away-from-home" for families of children receiving treatment for such serious illnesses as cancer, heart disease, cystic fibrosis, kidney or liver disease and diabetes, or those requiring special neonatal care immediately following birth.

Families staying at the Ronald McDonald House will be asked to make a donation of $5 per day. If a family is unable to pay, they are welcome to stay free of charge.

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Executive director and associate director. The staff is charged with creating jobs within the zone boundaries through expansion of existing businesses and relocating expanding businesses into the zone area. CVEZA has the only economic development marketing budget in the Coachella Valley. While the budget is limited, it is effective in making business decision makers aware of doing business in an area that is known mainly for golf, tennis and retirement. The primary prospects for relocation are business owners who have a business in the Los Angeles-Orange County area and live in the Coachella Valley. These prospects do not have to be sold on the area but need to be shown the economic advantages of relocating their business to the Enterprise Zone. CVEZA staff works closely with the economic development personnel of the sponsoring agencies. Recently, Hills Cabinet, a major retailer of Bedroom & Bath furniture, decided to relocate their operations. The owner was informed of the advantages of locating in the Enterprise Zone and is in the process of relocating to the Coachella Valley. The city of Indio worked closely with the firm to put together an incentive package which was good for both the city of Indio and Hills Cabinets.

Due to the recent economic climate, there has not been any new buildings built in the Enterprise Zone. There are smaller multi-tenant buildings available, but no new multi-tenant buildings with 15,000 square foot units. The majority of prospects are looking for that size of building. While the sponsoring agencies are classified as pro-growth, it is difficult to encourage growth when the development community has a difficult time creating new inventory. "The Coachella Valley Enterprise Zone, working in conjunction with the sponsoring agencies, is marketing the Enterprise Zone area of the Coachella Valley. Response to those efforts has been positive, but major relocations will be few until developers are able to build suitable inventory," stated Executive Director John Scott. "Hopefully, as we move into 1994, the economic climate will improve and business owners will be able to relocate in the zone." Outdoor Art Festivals Enrich Valley Life

Taking advantage of the desert’s arid, year-round sunny climate, outdoor art festivals abound throughout the Coachella Valley. Among the most notable of the shows is the nationally-recognition La Quinta Arts Festival, an invitational juried art show organized by the La Quinta Arts Society and held each year in March. The Southwest Arts Festival, sponsored by the Indio Chamber of Commerce and featuring some of the finest Southwest and native American artists, is held each spring in Indio’s Expo Fairgrounds. Palm Springs’ annual Desert Art Festival, with more than 100 artisans and craftsmen, is held each November in Frances Stevens Park. The Living Desert, a 1,200-acre desert plant and wildlife preserve in Palm Desert, sponsors annual arts and crafts events such as its Navajo Rug Show, an Indian artists festival and a glass show. "Programs, festivals and events, which promote the arts, are growing and enriching all of our communities," said Palm Desert Civic Arts Chairman Diane Funk. "They provide not only a unique opportunity for networking among artists and art organizations, but also shine a new spotlight on the Coachella Valley." A

Here's a second opinion.

And what an informed opinion it is. It’s the opinion of the National Committee for Quality Assurance (NCQA).

Why should that matter to you? Because NCQA is an independent organization established by health professionals and employers like yourself. Its sole purpose is to create quality standards for HMOs across the country.

In the three years NCQA has been reviewing health plans, FHP® is only the second in California to receive full accreditation. That means FHP has met NCQA’s stringent criteria and high standards in key areas of care.

So when your employees ask for a health plan that meets their high standards, respond with FHP. If you already provide FHP, remind your employees of the quality benefits and coverage from FHP. Then give them the confidence of a second opinion—from the NCQA.

For more information about FHP Health Care, or about our NCQA accreditation, call your broker or FHP at 1-800-225-4347.
IN THE TRENCHES

TEAMWORK ISN'T

A LUXURY—

IT'S A NECESSITY

Dr. Frederick Curtin, San Bernardino City Councilman, physician and member of the task force on smoking

I don't necessarily advocate a total ban on smoking. I feel, though, that it is more important than ever that we protect non-smokers from the risks and hazards which smoking has shown causes to them as a result of breathing other people's cigarette smoke.

The city of San Bernardino currently has an ordinance against smoking, but the ordinance is so convoluted and so vague as to make it almost ineffectual. If we had an ordinance with a little tighter language and enforced it, we could do a much better job of protecting the rights of the non-smoker.

People basically want to comply with the (no smoking) law and I feel that law abiding people are prepared to adjust their behavior in deference to the law, even at the expense of sacrificing their own pleasures.

Dan Stark, executive director of the San Bernardino County Convention and Visitors Bureau

The current smoking laws haven't had any adverse effects on San Bernardino County. I am on the smoking task force representing the interests of the smoking chamber of commerce, and certainly we are concerned about this. We are most concerned about international travelers coming to the U.S., because in different societies smoking is a lot more a part of the culture.

In the U.S. that is starting to change drastically, people are becoming a lot more health conscious.

A total smoking ban in hotels just would not be enforceable because of the smoking-in-rooms situation. It would really be an anorner situation for hotel managements to try to enforce.

When you work with tourism, and deal with so many people from all over the world, you need to be cognizant of (their customs).

A total smoking ban in hotels just would not be enforceable because of the smoking-in-rooms situation. It would really be an anorner situation for hotel managements to try to enforce.

Most hotels have gone to using non-smoking rooms, when certain rooms are allocated for smoking.

This plan seems to be working. Restaurants though, are another story. With the smoking ban in Los Angeles some business dropped off, but I believe that they are starting to overcome the ban.

Heinz Gehner, general manager Shilo Inn, Pomona

The smoking ban is very difficult because the hospitality industry, as it is known, is supposed to be hospitable to our guests. When you tell someone they can't do something, a lot of guests would just say "If I'm paying this kind of money, I'm going to do what I want to do."

However, by offering non-smoking rooms and non-smoking sections, it seems to be working out and I think the guests are getting used to it. It also seems that the smoking sections are getting smaller and as people get used to the adjustment.

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Be On A Winning Team!
Located in Ontario, Safariland, Inc., is the leading producer of holster products for law enforcement. The company was encouraged by a boyhood memory, and made prominence by engineering and entrepreneurial savvy.

As a child, Neal Perkins, chairman and founder of Safariland, enjoyed hunting excursions with his father. "We drag me around the world," recalls Perkins, "and at one time he took me to Africa where we hunted with a company called Safariland Ltd."

During these hunting trips, Perkins developed a keen understanding of ballistics. In college, he studied marketing and advertising.

Creating his own company was, therefore, a natural step for Perkins. Inspired by his childhood adventures, Perkins borrowed the African expedition company's name, and established Safariland, Inc.

Initially, the company was a partnership. Perkins' partner was John Bianchi. Bianchi was a holster maker who Perkins' father commissioned to make a customized holster for the younger Perkins. Eventually, the partners decided to separate. Perkins walked away from the deal with newly acquired holster making expertise.

Perkins' first major innovation which helped launch Safariland's success was a novel holster design. He decided to switch the location of where the leather is stitched together on the holster. Quite simply, this was the first holster that strayed away from the usual wrap-around design. With Perkins' first holster patent, Safariland was bound for prosperity.

Although the company's first major commercial customer was the Los Angeles Police Department, Safariland's personal armor is currently used by firemen as well as private citizens.

The perfection of their personal armor began in 1975 with the testing of Kevlar, the flexible fabric out of which Safariland's armor is made. Through the company's dedicated efforts, this armor "saved a police officer's life in the LAPD," Perkins remembers.

Today, "for the first time in law enforcement history, with the torso that occurred with the Rodney King verdict, we wound up with some interest from the general public; people that are very much concerned about their lives in this particular situation, be it a pharmacist or a 7-Eleven store owner..." Perkins explains.

In addition to personal safety, Safariland serves the general public in other ways. Specifically, Kevlar, the incredible material used in Safariland's armor, has been discovered to have additional, practical uses. "It was originally developed to be the world's strongest and best product for stopping bullets. A side product turned out to be the fishing line because it is 10 times stronger than steel."

"Many times when you have a special technology," Perkins states, "you can find other uses for it, and our fishing line division came out of our perfection of some new fibers for stopping bullets."

He is a long way from his childhood and the African safari that inspired his bright future. And along the way, Perkins has managed to turn an operation which began in his garage into a worldwide success. In addition to being the world leader in manufacturing of law enforcement holster products, Safariland is continually developing innovative products that are useful to the general public.

A decade and a million square feet after replacing the financially troubled Ontario Motor Speedway, home of the famed California 500 race, The Ontario Center has become an acknowledged location for corporate expansion within the greater Los Angeles metropolis. The 540 acre site has gone from races to spaces occupied by such Fortune 500 companies as Hewlett Packard, Motorola, GTE, and Wells Fargo as well as more than 80 other firms. For information on the Inland Empire's pre-eminent master planned, mixed-use community, you are invited to contact... The Ontario Center, 800 N. Haven Avenue, Suite 600, Ontario, CA 91764, telephone (714) 980-3500.

John Garamendi
State of California
Insurance Commissioner

John Garamendi, a Distinguished Panel Representing Insurance, Health Care, Manufacturing, Retail and Labor

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Greater Riverside Area Chambers of Commerce
Ontario Chamber of Commerce

Corporation Profile

Inland Empire
Limericks Pub and Grill

About the only excuse for me not wanting to go out to eat when a King's Hockey game is on television, and now, thanks to Limericks Pub and Grill in Riverside, I can have my puck and eat out too!

Located in the old Lord Chalsey's Restaurant site, Limericks is a sports' fan's dream! The massive interior is divided up into many rooms. Some of the rooms have steeply curving booths, and all of the rooms have every size of television screens imaginable! I chose to sit in the main dining room with the two, eight-foot television screens. Luckily, the King's game was on TV the night I came in, and my son and I were able to get center ice seats. The screen was so large, we actually felt like we were at the Forum!

In addition to the appetizers, a variety of soups, chili and salads are also available. Finding a restaurant that can make a good French onion soup without using a gallon of salt is a feat in and of itself. But, I'm happy to say that the soup served here was topped with a huge portion of swiss cheese and was not overly salty.

For our main course, we chose a "build your own" hamburger, the Delmonico steak dinner and corn beef and cabbage.

The half-pound USDA choice ground beef hamburgers are served with a choice of pub fries, pasta, salad, fresh fruit or a cup of soup. Of the many toppings you can choose to grace your burger include four different cheeses, grilled onions, grilled green pepper, grilled pineapple, green peppers, sauerkraut and more. I saw many people order their burgers "all the way" up to forty toppings!

Donelmico steaks are fatty, however the steak I had wasn't too bad. The steak came prepared as I asked, and was topped with sautéed mushrooms and served with a baked potato and mixed fresh vegetables. This was served with tender, juicy and flavorful while the fresh carrots, broccoli and cauliflower were perfect.

My favorite dish of the evening was the corned beef dinner. This massive plate consisted of a large portion of corned beef that was not dried out like most and was topped over a bed of cooked cabbage, and assorted vegetables and boiled potatoes. I know when my kids and I am "in the mood" for St. Patrick's Day! And to think, all this for only $6.95. Other dinner entrees you can order include fish and chips, Smaci­ni Alfredo, pasta primavera, grilled chicken breast, baby back ribs, fresh catch of the day and a large selection of sandwiches.

To help wash down your food, Limericks offers over 29 beers on tap as well as a large selection of beer sold by the bottle.

If you and your family are looking for a fun dining experience and the opportunity to watch your favorite sports teams at the same time, I highly recommend Limericks.

Limericks is open Monday-Friday from 11 a.m. to 2 a.m., and from 9 a.m. to 2 a.m. on Saturdays and Sundays. A full bar is available and most credit cards are accepted (NO checks). Prices range from $3.25 to $16.00.

Limericks is located at 1329 University Ave., Riverside. The phone number is (909) 682-3332.

The Wine Cellar

Meat on Wine

By Jerry D. Mead

GAMAY CONFUSION

I am afraid I am going to clarify one of wine's most confusing situations. It all has to do with two words, "Gamay" and "Beaujolais," which sometimes appear together, but not always.

"Beaujolais" is a sub-region of Burgundy in France where pleasant, mostly red, wines are made from a grape known as the Gamay noir au jus blanc, which also has the synonym of Gamay Beaujolais.

For at least a half century, California wineries have produced and sold a wine called Gamay Beaujolais, and consumers have come to expect a certain style of wine when purchasing wines so named.

A chap named Paul Masson is credited with bringing the grape to California, along with other Burgundian varieties and clones, and being the first to make wine from it.

Now here's where it starts to get sticky. About 10 years ago, wine historians Leon Adams tipped me off that several grapes grown in California had been identified by the experts at U.C. Davis in the last ten years, including two different grapes being called Gamas.

Beaujolais and Napa Gamay (or Gamay Noir) respectively.

In an effort to confirm and confirm the truth of the information, and further that U.C. Davis had known of all this at least a decade before the word got out. When I inquired why the vitrify hadn't imported the true Gamay noir au jus blanc for propagation with all that time to do it, in a spokesman told me, "We didn't want to further confuse an already confused marketplace."

In my naive, I always thought academia should be concerned with truth and science, not try to confuse an already confused marketplace.

The truth is that after the passage of about 10 years, we still don't have the authentic Gamay of Beaujolais, except for a few experimental plots vines brought in from Canada and Oregon. California might make the greatest Gamay Beaujolais in the world, but we'll never know until we have the grape.

FRENCH PETITION

You may have seen something in news reports about a couple of French trade organizations saying the Bureau of Alcohol, Tobacco and Firearms to prohibit the use of the name Gamay Beaujolais by American producers, because the wine neither comes from Beaujolais in France, nor are any of the grapes from which the American wine is made known as Gamay Beaujolais.

Sounds like the French have a pretty good argument, but not really. First off, they've been a half century too late. The term has been used here for decades and has become virtually generic. To deny its use to American wineries would solve the problem in the long run. ATF should place a summit prevention on the semi-generic use of the name Gamay, which has been around for at least a 10-year lifespan. By the end of that time, the only way the name could be used in American wines is if the wine is made from the authentic Gamay grape of Beaujolais.

Growers and wineries would have plenty of time to change the name. They would not be able to buy a user-friendly American wine called Beau­jolais. Of course, U.C. Davis could not possibly finally provide the vines.

A spokesperson told me, "We didn't want to fur­ther confuse an already confused marketplace."

"We want to call it 'it,' but we can't, because it doesn't come from France, and hereafter must call it "beaujolais with holes in it," or something equally unfamiliar to consumers.

PERFECT SOLUTION

Surely you didn't think I would tell you about a confusing situation without offering a solution? Here's what the bureau­crats at ATF would do if they had any smarts, which means it will not happen. First off, to prevent confusion American consumers who have been buying a product called "Gamay Beaujolais" for decades and will not know what to expect from it, and to avoid working financial devast­ation on grape growers and American wineries, declare a new semi-generic name as is cham­pagne, burgundy, chablis and chianti. As these European place names are legal on Ameri­can wines if preceded by a qualifying term such as "California Chablis" or "American Cham­pagne." This will not appease the French, but it will solve the legal question of calling it Beau­jolais when it isn't.

Part two, will not appease the French either, but will solve the problem in the long run. ATF should place a summit prevention on the semi-generic use of the name Gamay, which has been around for at least a 10-year lifespan. By the end of that time, the only way the name could be used in American wines is if the wine is made from the authentic Gamay grape of Beaujolais.
Seville: Andalusia's Captivating Capital City

By Camille Brando

Andalusia. What is that? Only one of the most beautiful areas in Southern Spain. It is a region of mountains and valleys. Here in the valley of the Guadalquivir River, we find Seville the capital of eight provinces of this area. The Andalusians are known for their easy charm, their grace, and their relaxed approach to life and for a slightly condescending attitude toward the rest of Spain. Seville creates a perfect example of what Andalusians are all about.

Beautiful sister provinces Cordoba and Granada have the flavor and ambience of the countryside with the sophistication and flavor of a metropolitan city. This is what makes her special. In the past, her reputation reached poets and composers around the world, and many wonderful stories could be told about her.

When the Christians took over the area, they tore down the mosque and the minaret still stood. When the Christians took over the area, the tower impressed them to the point they decided to incorporate it into their new cathedral as the bell tower. In 1565, a lantern and belfry were added and 24 bells, one for each of Seville's 24 parishes and 24 more for the Christian knights who fought with Ferdinand III in the Reconquest, were also added. A bronze statue of Faith, which turns as a weather vain (el giraldillo - something that turns) was also added to the structure, hence the name. Giralda. Giralda still stands today and is now part of the world's largest Gothic cathedral and is said to contain the tomb of Christopher Columbus.

The massive Plaza de Espana is a stunning structure that was designed by architect Anibal Gonzales. Its tile-adorned pavilions, waterways and bridges are an exercise in Andalusian opulence.

Torre del Oro (Tower of Gold), displays a 12-sided tower built by the Moors in 1219 to complete the city's ramparts. The Moors would close off the harbor by anchoring a chain across the river from the Golden Tower to another tower on the opposite bank. In 1248, Admiral Ramon de Bonifac succeeded in breaking through this barrier giving Ferdinand III the opening to capture the city. Pedro the Cruel used the tower as a prison; later presidents would use it. The Moors would close off the harbor by anchoring a chain across the river from the Golden Tower to another tower on the opposite bank. In 1248, Admiral Ramon de Bonifac succeeded in breaking through this barrier giving Ferdinand III the opening to capture the city. Pedro the Cruel used the tower as a prison; later presidents would use it.

The Alcazar was built for the '92 Expo. Covering 173 acres, it is a combination of Spanish and medieval architecture - a combination of old and new. It is a place with a history of its own. Today it is a city to be looked at and savored at day and savored at night. She is friendly and beautiful. Seville is the capital of Spain. Seville is the capital of Spain.
The first step in effective exporting is to get an outside professional opinion as to whether your organization or your product is even ready to start the exporting process.

By Eugen E. Valdes

You're the owner of a small machine tool manufacturing company, and for the last two years, you've experienced a decline in sales volume. Historically, your primary geographic market has been the greater Western United States.

With all the news surrounding NAFTA lately, coupled with your declining sales, a thought occurs to you that maybe you could generate more additional sales by exporting to your country for foreign countries.

After more serious thought, you decide emphatically that you would like to try to export but now the million dollar question, "What do I need to know, and where do I start?" There are several basic things you need to know and several organizations (federal, state, or local) that are available free that can help you. The purpose of this article is to give you a brief overview of the things you need to know in order to effectively export your product and to name three organizations that can provide assistance in the form of counseling, referrals and information.

To effectively export, you should adhere to the following six steps:

I. Preliminary Advice
II. Market
III. Product Preparation/Adaptation
IV. Pricing Quotations/Terms of Sale
V. METHODS OF PAYMENT
VI. Methods of Payment/Financing

I. Preliminary Advice

The first step in effective exporting is to get an outside professional opinion as to whether your organization or your product is even ready to start the exporting process. Another way to put it is, "What is your present level of "exports?" Question the "You and your professional Trade consultants can provide that assessment for you quite easily.

II. Market Research

The next step toward effective exporting is to conduct market research to determine the demand for your product in the country you wish to export to. Additionally, you will need to research other areas that could affect the demand for your product.

To determine demand you would need access to trade statistics for the targeted country. Your goal is to determine the overall need, consumption patterns and demographics for that country.

Other areas that you must research that could affect demand for your product are:

- The structure of the channels of distribution
- Economic and political climate
- Tariff and non-tariff barriers
- Infrastructure to facilitate Accounting and tax issues
- Regulatory and distribution law

III. Product Preparation/Adaptation

You've determined you have the "necessary "exportable" and your research indicates there is a demand for your product in your chosen country. Now what? According to Ralph Jagodka, director for the Center for International Trade Development, "Many budding exporters fail to achieve sales because they fail to understand the basic needs of foreign countries and what makes them a "bundle of features" not a "solution." According to Jagodka, to maximize sales you "must adapt your product to meet the local market needs, and adapt your marketing to limit to physical characteristics."

For example, maybe certain cloud computers and software sellers in California but not in foreign markets. You might have to use different packaging to give your product to the local market or even change the written description of your product to suit the local language. Maybe even the original function of your product might have to be major "cloud" (International Commercial Terms of Sale). Examples of "INCOTERMS" are FOB (Free on Board), CFR (Cost of Freight) and CIF (Cost, Insurance and Freight). The critical issue here is knowing where your responsibility for your product starts and stops and where your shipper's responsibility starts and stops.

In summary you need to learn how to make quotations and you need to understand the basic legal elements of negotiations prevalent in that country.

In other words, know what pricing and quotas are in a particular country. Your strategies may vary from country to country.

V. Shipping and Logistics

After you've mastered pricing quotations and terms of sale, your next step toward effective exporting is to understand the basics of shipping and logistics and accompanying documentation. To put it another way, you need to learn how to determine what is the most cost effective, efficient and reliable method of transporting your product to a foreign country. The choices are air (plane), ocean (vessel), rail (train) or land (truck). Usually you can rid your self of this major decision making by taking advantage of any available freight forwarding company. These companies will take care of all transportation issues for you.

When interfacing potential freight forwarding companies, try and select them on the basis of their familiarity with your product, their familiarity with your target country and their reputation. It is usually unwise to hire a freight forwarder based on the lowest price quoted to transport your product.

VI. Methods of Payment

A. The most exciting of all the steps toward effective exporting, that is, "How do I get paid?" "How do I get paid?"

There are several ways you can get paid but the most common are:

1. Cash in advance
2. Letter of credit
3. Documentary collection
4. Open account

As you move down the flow from one to five, your exposure, or credit risk for non-payment, increases. Cash in advance is self explanatory; letters of credit are agreements between two banks to pay your invoice under certain conditions, and documentary collections are situations where you exchange your export documentation (title to goods) for the right to receive a check immediately or at a later date. Open account is dangerous as you are shipping goods, invoicing and allowing for a certain number of days before you require payment. To protect yourself on this "Foreign Accounts Receivable," you might consider taking out a credit insurance policy.

Well, then you go, there are six steps. You are now either an expert on exporting or an expert on exporting! In either case, if you feel you might need a tad more assistance in the form of counseling, consulting, referrals or information dissemination, contact any of the following three organizations. These organizations are but three of the vast number of organizations existing today which comprise the international trade assistance network. Any one of these organizations can assist you in any of the six key steps we previously identified and, as a stand alone, they provide this assistance free.

The organizations are:

State: California World Trade Association, (310) 590-5965.
Local: Center for International Trade Development (Ponsona and Riverdale), (909) 629-2223.

In summary, if you are a small business owner considering exporting, there is a tremendous amount of free information and organizations available to help you accomplish this goal. Just take it step by step! A

Non-Profit/Charities in the Inland Empire

Non-Profit/Charities in the Inland Empire

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On the Trail of State Taxes

These costs are passed onto citizens either directly in higher prices for goods and services, or lower wages and less employment opportunities for workers. In recent years, the excessive level of regulation and taxation upon businesses has caused businesses to leave the state in huge numbers, taking tens of thousands of needed jobs with them and deeply disrupting our economic community.

The few examples discussed above are merely the tip of the hidden tax iceberg. At the local government level in particular, a myriad of hidden taxes drive up the cost of goods and services and surreptitiously diminish the purchasing power and economic prosperity of Californians. For example, numerous taxes are imposed upon developers in the form of planning fees, permits, assessments by special districts, county and city governments, etc.

These costs, which are passed directly onto homeowners, add an estimated $25,000 to the cost of the single family home. The typical home buyer is not aware that a large percentage of the list price of their home is the direct result of hidden taxes rather than market forces. Furthermore, this artificial inflation is not a one time cost since yearly property taxes are based on the purchase price of a home. Therefore, a $25,000 inflation in original price will cost a homeowner not just the $25,000, but also a minimum of $250 each and every year for as long as the house stands. Hence, as is the case with fuel taxes, California homeowners are not only taxed, but taxed upon a tax.

The obscenity of hidden taxes, whether effected by accident or deliberate intent, often makes them difficult for citizens to recognize, let alone quantify. Nonetheless, there is a substantial impact on Californians of which they should be aware. While by no means comprehensive on the subject of hidden taxes, this article should provide a glimpse of their significant costs. In the next article, we will examine most obvious revenue sources for the state, state personal income tax and sales tax.

A widespread representation of the 66th District in the California Assembly is a member of the Consumer Protection Committee.

Inland Empire People

Paul Wales, vice president, business development San Antonio Community Hospital

Well over half of the patients who receive healthcare services at San Antonio Community Hospital in Upland are covered by contracted, or managed care, health plans. Paul Wales, SACH's vice president of business development, has the responsibility to develop and administer the hospital's managed care program.

"My role at the hospital requires me to maintain relationships with all sources of patient referrals, including insurance companies, HMOs and medical groups who control where and when a patient receives hospital services," said Wales. He also works with the State Department of Health Services to maintain the hospital's relationship with the Medi-Cal program.

The hospital's medical staff has also seen its patient base move from traditional fee-for-service insurance plans to more cost-effective managed care plans. Wales is responsible for supporting the medical staff in protecting and expanding their patient practices through the development of managed care contracts in conjunction with the hospital.

Inland Empire Business Chronicle

Economic Spotlight

IE Sales and Marketing Council Names New Board

The Inland Empire Sales and Marketing Council has named its board of directors including new president Geoffrey Graves of Geoffrey Graves Advertising.

The new board was installed at the annual Economic Forecast Conference. The new board is comprised of California Dyckers, Lewis Homes, first vice president; Bill Floy of Homes for Sale magazine, second vice president; Ken Miller of Homebuyers Guide, secretary; David Lakshin of Westend as treasurer.

The Sales and Marketing Council is an affiliate of the Building Industry Association of Southern California. The SMG's purpose is to promote and encourage and educate those in the building industry about new home marketing.

1994 Economic Forecast Conference

On Jan. 13 the Inland Empire Business Chronicle will again sponsor its annual Inland Empire Economic Forecast Conference. The conference will be held at the Riverside Municipal Auditorium in Riverside and will feature a number of the area's top economists and their predictions for the region, state and nation in 1994.

Scheduled speakers include, Dr. James Dodi, president and professor of economics at Chapman University, Dr. Mike Badrich, from the University of California at Riverside Graduate School of Management, and Dr. Julian Nava, former U.S. ambassador to Mexico.

For more information, call (909) 391-1015.

Ontario VCB Announces New Sales Manager

The Greater Ontario Visitors and Convention Bureau announced that Sutherland would be assuming the duties as the GOVCB's national sales manager, pending Melanie Neilson in the position.

Sutherland will work in the hospitality industry for a number of years, including positions with Sheraton Hotels in Palm Springs, Marriott Hotels, Red Lion in Ontario and the Lake Arrowhead Hilton.

Sutherland will serve as a liaison between the meeting planner and the local community.

Inland Empire Calendar

January 6-16

The Palm Springs International Film Festival will get underway during the second week of January 1994. The festival, which is celebrating its fifth year, will feature the latest in new films from some 20 countries.

In addition to the film screenings, the festival will also host a number of restaurants and beverage distributors who will be on hand during the festival.

For more information or for tickets, call (619) 778-8979.

January 12

The Employer's Group will host an engagement featuring Richard Pimentel and Michael Lobito, experts in ADA and workers' compensation issues. The workshop will address an understandability approach to employer compliance with the Americans with Disabilities Act and California Workers' Compensation law. The workshop will be from 9 a.m. to 11:30 a.m. A continental breakfast is included. For more information, call (909) 784-9430.

January 13

On Jan. 13 the Inland Empire Business Journal will again sponsor its annual Inland Empire Economic Forecast Conference. The conference will be held at the Riverside Municipal Auditorium in Riverside and will feature a number of the area's top economists and their predictions for the region, state and nation in 1994.

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For more information, call (909) 391-1015.

January 15

An eight-state Route 66 photo exhibit titled "Return to Route 66: Photographs from the Mother Road" will debut in Rancho Cucamonga at the Route 66 Territory Museum and Visitor Center.

For more information, contact Bob Lundy at (909) 592-2086.
Richard Lemire Joins California Market Values

Richard Lemire has joined California Market Values. Lemire is currently the president of the University-Canyon Crest Chamber of Commerce. "I am pleased to announce the association of Richard Lemire with our firm," said William W. Scott, chairman. "His extensive experience in business, professional and community activities will be a great asset."

Steward and Associates Names Two Executive Vice Presidents

Marc J. Piron
David Moore

Marc J. Piron and David Moore have been named Marc J. Piron and David W. Moore as executive vice presidents.

A native of Belgium, with experience in retail management and purchasing, Piron came to the United States in 1983. After obtaining a real estate license, he left the retail trade and, in December 1985, joined Schneider Commercial Real Estate (now reorganized as Steward and Associates) as a "junior agent." After six months, he was ready for a position as senior retail consultant with The Sunset Group, a West Coast development company. He returned to Schneider in August 1989, earning the position of associate vice president. Now residing in San Bernardino, Piron returns to Europe every year to visit family and to keep in touch with European brokers and developers. "I always have an eye out for opportunities to bring international business to the area," he said.

Moore is a native of Redlands with more than 16 years experience in local real estate. From 1979 to 1985 he was with Vanit Development, San Bernardino, as vice president of leasing, acquisitions and property management. He joined Steward Bros. Development, Cotulla, as property manager in 1985 and went with Schneider as associate vice president in 1988.

With his background in the local real estate market, Moore sees cause for optimism. "The Inland Empire is a completely different world," he said. "In Los Angeles, for instance, the experts figure they have enough office space to last until 2005 at normal rate; but here, we're starting to run out."
"Southern California Business Focus"

From 7:00 pm - 7:30 pm Monday Thru Friday

Features Discussions on a Variety of Business Issues Recent Guests Include...• Congressman Dana Rohrabacher • Mark Victor Hansen • Senator John Lewis • Mike Schenker • Robert Monda • Elizabeth Caulder • Mike Platt • Doug Decker • Monte Koch

The property which sold for more than $2 million includes three, two-year-old, single-story tilt-up concrete buildings totaling 106,425 square feet. The facility is located on a 6.5 acre land parcel on Palamynita Avenue next to the state of California's local Economic Development Department office and Riverside County's GAIN Program.

Ross has participated in development of numerous commercial and industrial projects throughout Southern California, and is best known for his Safari Business Park located adjacent to Ontario International Airport. Ross plans to rename his latest acquisition Safari/Hunter Park to capitalize on the success of his other Ontario office center. Ross was also well-known for inventing the Lynx golf club line which he sold to enter office development.

Second Canyon Springs Building Sold

For the second time in as many months, Betty L. Hutson Company has purchased a multi-tenant building in the Canyon Springs Office Park. Located at 6296 Rivercreek Drive, the three-year-old building was sold by an Oregon-based corporation, Spectrum Properties for $775,000. Betty L. Hutson Co. was represented by CB Commercial's Phil Woodford in the transaction.

Woodford was also involved in a subsequent transaction with the Riverside County Office on an office which leased 10,560 square feet in the facility. The county plans to relocate the office's facilities to the Canyon Springs building by mid-January.

Commercial-Investment Real Estate Sales

CB Commercial Real Estate recently closed a $1.5 million transaction involving the sale of a 199-unit Cathedral City apartment complex. The eight-year-old Couriclo Place apartment complex was sold to a Los Angeles-based investor. The complex is located at 69155 Dinah Shore Drive and contains 190,000 square feet on a 8.31-acre site.

CB also closed another deal with the San Bernardino County superintendent of schools' office for a 25,412-square-foot industrial building in the State College Business Park in San Bernardino.

The $775,000 transaction will be used by the superintendent's office as a document and equipment storage facility.

Platt Selected to Manage Ontario Residential Escrow

Marianne Platt has been named as manager of Residential Escrow at the Courtyard in Ontario, a joint venture between Cahuilla Indians and the Cahuilla Indians' Ontario Band office.

Platt, who has been in the real estate escrow business for 15 years, and has handled real estate transactions for many of the escrow companies in the Inland Empire, will manage the Ontario office for the Courtyard.

Courtyard Offers Diverse Amenities in Central Location

T he Courtyard, located just minutes from the proposed site of Palm Springs' first Indian gaming casino; a joint venture between Cahuilla and the Palm Springs Band of Cahuilla Indians is home to: The Coffee Shop & Bakery, the owners; John Meldler, Monte Koch and Doug Lobdell invite you to come in and have a new coffee tasting experience.

Offered at the Coffee Shop is real Italian Espresso, specialty coffee drinks, a variety of gourmet whole bean coffees, Italian sodas, sandwiches and deserts. The atmosphere of The Coffee Shop & Bakery is cozy and inviting. Definitely the place to stop before or after an evening at the Courtyard Ten Theaters, where you can enjoy watching one of 10 movie selections. Nowhere else in the desert can you find the personal service and plush atmosphere offered here.

Mehnall Stone, general manager, has succeeded in providing the place for a relaxing afternoon or evening away from home. The Gallery at the Courtyard will please the palates of lovers of contemporary original fine art. Palm Springs most exciting addition to the desert art scene. The tranquil and intimate setting of the gallery provides a splendid showcase for a carefully selected group of artistically and internationally recognized artists. Gallery at the Courtyard enjoys a 10-year affiliation with a significant Laguna Beach gallery, assuring a satisfying visit for the seasoned collector and an educati

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For more information call Rebecca Gordon (909) 391-1015 Ext. 21
Desert Council has been involved with virtually every city and the county and has been responsible for positive changes in legislation which has increased fairness to the building community.

For more information on the new Desert Council, contact (619) 360-2470.

Makle to Serve as 1994 President of BIA Sales and Marketing

Suise Makle, sales and marketing coordinator for Sun City Palm Springs was recently installed as 1994 president of the Sales and Marketing Council and for the newly established desert area Building Industry Association.

The Sales and Marketing Council provides educational programs, social events and quarterly sales recognition bonuses to sales representatives for new home developments.

Richard Oliphant has been a distinguished history with the BIA including serving as president of the San Diego Home Builders Council and receiving the 1991 Presidential Guest for outstanding contributions to the building industry.

In her position with Sun City Palm Springs, Makle assists in overseeing all marketing efforts at the adult community including purchasing, production of print and collateral materials, organization of special events and supervision of model maintenance operations.

Oliphant Elected to Mine Reclamation Board

Richard Oliphant was elected to the Board of Directors for Mine Reclamation Corp., the company in charge of developing the Eagle Mountain Landfill site.

"Dick Oliphant's election to the board underscores MRC's commitment to desert residents to make the Eagle Mountain Landfill and Recyling Center a project which will be sensitive to their needs and concerns. We are honored that he has agreed to join our board of directors composed of the most respected leaders in the waste disposal, recycling, transportation and financial industries," said Richard Daniels, president and CEO of MRC.

Oliphant recently retired as mayor of Indian Wells and has been very active in community-related issues. Prior to serving as mayor of Indian Wells, Oliphant sat on the city council for eight years and served as planning commissioner for the city.

Among his other community-related activities Oliphant was founding chairman of the Coachella Valley Economic Development Conference, the State of the Valley Conference, the Desert Resorts Convention and Visitors Bureau and the Cove Community Public Safety Commission. Since arriving in the Coachella Valley in the early 1960s, Oliphant has been highly influential in the community. He is currently president of Affiliated Construction Co., Palm Desert Realty and chairman of the board at First Bank of Palm Desert.

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MONTHLY NON-TOBACCO RATES

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Alejandro Torres  
All Transport  
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Ontario, CA 91761  
David Dahddal  
Allen Enterprises  
4606 Mitchell Ave.  
Riverside, CA 92509  
Rex Self  

**Alma Borruck**  
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Alma Borruck  
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Riverside, CA 92501  
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Angela Jimenez  
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Murrieta, CA 92562  
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34 N. First St.  
Banning, CA 92220  
Vinc Monteving  
Addison Machine  
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Riverside, CA 92503  
George Luna  
Art World Associates  
7628 Fraser Dr.  
Riverside, CA 92509  
Bill Chang  
Auburn Tech  
1293 Elmer Dr.  
Upland, CA 91786  
Ivan Ho  
Auto Care  
12011 Mariposa Rd. #B  
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Daniel Fritz  
Autobahn Imported Car Ser.  
1555 W. Oak  
Corona, CA 92880  
Thomas Jameson  
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1866 Wilson  
Chino Hills, CA 91709  
Betty Johnson  
Backstreet Deli & Pub  
1907 Vine St.  
Palm Desert, CA 92260  
Linda Lyon  
B & W Food Market  
9223 Sierra Ave.  
Fontana, CA 92335  
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B C Installation  
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"A few years ago we had a negative experience with another health care provider. But since we've been with Riverside Medical Clinic, we've had nothing but excellent rapport with them," Tom said recently.

"They do a good job for us," he continued. "They get back to us with all the paperwork we need. The status of the injury. They keep us up to speed and everything in order. They anticipate all our needs. We never get the run-around."

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