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Inland Empire Business Journal

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Superior Solution

1/ground water protection and gas treatments anywhere, complete with advanced Mountain will be among the most abandoned Kaiser Iron mine. Eagle environmentally superior site, 87 miles landfill project. It is located at an non-hazardous municipal solid waste Good Public Policy: of '160

Tahquitz landfill and Recycling Center in the old, Rancho Mirage, the beautiful desert playground of presidents. And most of it seems to be hanging over the city hall and some of its council members. Although Rancho Mirage is one of the wealthiest cities in the country, it is currently a hornet's nest of dissension, political intrigue, maneuvering to bypass voter mandates, recall attempts, allegations of financial mismanagement and the issue of an on-going investigation by one council member of the State of California Fair Political Practices Commission. The shadow darkening the city seems to be composed of several layers, but, as the testimonies of scores of citizens would indicate, one that is of particular interest is the local government's handling of their money. In Rancho Mirage, the council is expected to finalize the city's budget for FY '93-'94 tomorrow, July 1. Soon they will have to publish the annual budget, with the records of how they spent the city's money during the past year, along with an outline of how they plan to spend it next year. Council Wants Complete Change

One Man's Trash is Another Man's Living: The Fight Continues Over SB-450

Athough it may sound somewhat ridiculous, right now, none of the most hotly contested issues before the state Congress involves defining what exactly goes into making up trash. While most individuals only consider trash on Wednesdays, it has to be hauled to the curb; for some companies, trash is a multi-million dollar business and a current piece of legislation is threatening to shake-up this sizeable industry. Senate Bill 450 which was introduced by State Senator Ralph Dills (D-Gardena), and recently passed the Senate by a narrow margin, would in effect redefine the term "solid waste," to encompass all waste except that which is hazardous, medical or nuclear.

By doing this, the bill would give public utilities who have exclusive city rights to transport and dispose of all solid waste, the power to claim their materials to literally survive, it could mean serious trouble," said Acosta. Supporters of SB-450, however, feel that the bill's passage would help utilities claim the city's revenue and also mean the deadlines on reducing non-recycled waste that were mandated by another piece of legislation, SB-187.

AGMD's Efforts to "RECLAIM" the Air Deal Serious Blow

The ongoing battle over the air quality jobs is being fought, the South Coast Air Quality Management District announced recently that one of its main weapons in the war may not be as effective as they had originally planned. Project RECLAIM, designed by the AGMD to help regulate facilities that emit pollutants into the air, will not include companies which produce hydrocarbons, about half of the 2,000 initially listed. The reason for the exclusion of the hydrocarbon producing facilities according to James Lentz, executive officer of the SCAQMD, is to allow...
**Editorial**

**Health Care Waiting Game No Deal for Businesses**

So far, trying to figure out exactly what President Clinton is planning to fold into his balanced national health care reform package has been a bit of a letting "Make a Deal." As soon as something seems clear, one or more deal-making efforts then, yet another.

The latest is one that seems exactly how the health care policy package is going nowhere out. And while this may seem like an interesting guessing game to some, to businesses it's little more than a financial nail-biter.

Companies that provide their workers with health care in the area of their state's spending of all time four follow-ups, preparing and waiting to see which scenario they will have.

For many small- to medium-sized businesses in California who are already plagued with the added costs of licensing, pollution regulation, property taxes and the state's cost of living, a deal-making scenario by them, yet again, is not an attractive one.

While no one seems exactly what President Clinton is intending to propose, the waiting game is becoming boring for them. The whole Safari Business Center has been a dream coming true for him. The complex features life-sized bronze giraffes and a life-sized elephant which ride on rails. For tourists, "a safari tour" for school children or other groups, contact Donna White, general manager, at (909) 457-9836.

IEBJ: What properties do you own in the Inland Empire?

Ross: I have Safari Business Center on Vineyard Ave., Safari Executive Office Building on Inland Empire Blvd. across the street from the Hilton Hotel and Airport Commerce Center South which is located on Archibald just north of Cedar.

IEBJ: How long were you in the golf business?


IEBJ: What kind of man is Arnold Palmer?

Ross: He is a very interesting person, very honorable, sincere and honest. He's a hard-working, regular guy who grew up in Latrobe, Pennsylvania on a golf course where his father was the pro. I have never heard anyone say a bad word about Arnold Palmer. He is the greatest person I have ever known.

IEBJ: Are you happy to be out of the golf business?

Ross: Not really. The golf business is in my blood, and I never leave it. I lost my left thumb in a hunting accident many years ago, so I don't play as much as I used to, but I still love the game. Golf has been very good to me over the years.

IEBJ: Where did you buy your first piece of property in the Inland Empire?

Ross: In 1983 I purchased 56 acres of ground from Bunker Hunt and decided to develop the finest industrial park in California there, and I named it Safari.

IEBJ: What changes have you seen in Ontario since you came here in 1985?

Ross: The biggest change has been in the Ontario Airport. We have watched the construction for several years now and understand that the construction of the new terminal will start this fall. This will really strengthen the city of Ontario and enhance the industrial growth within the Inland Empire.

IEBJ: What is your occupancy rate?

Ross: 93.9%.

IEBJ: Can you explain your high occupancy rate in a very soft real estate market?

Ross: I'm convinced it is to the

IEBJ: What can be done to further increase your occupancy rate and the general occupancy within the Inland Empire?

Ross: In my opinion, the environmentalists and the politicians are chasing the corporations and many businesses out of the state. We need to relax the policies of OSHA, the EPA and the EPA to encourage businesses to come to California. Nevada and Arizona are in boom times right now, while California is in the worst depression since the '30s. Until this happens, we will continue to suffer here in the Golden State.

IEBJ: Who are some of your current tenants?

Ross: We have companies like Bell & Howell, K-mart, Valvoline Motor Oil Company, General Electric, Southco, Sumitomo Machineries, Unisys, Oak Distributors and many other lessor tenants who we treat like Fortune 500 companies.

IEBJ: Are you under construction now?

Ross: Yes, we have about 140,000 square feet under construction now, and that total will about 1,100,000 square feet available by next year.

IEBJ: I'm sure you have been asked many times why you have put so much money into this project. Can you explain this to me?

Ross: Most developers build industrial buildings, get them leased, sell them to an investment group or an end user company and then go down the road and build another park. I built Safari Business Center to own, not to sell. My children will own Safari Business Center some day and I'm very proud of what I have done and this is reflected in the overall condition of the business center.

IEBJ: What are your plans for the future?

Ross: At this time I have no single building to complete at Safari, and I probably won't build after that.
The debate over school choice is heating up sooner than expected.

The Business and Real Estate Lending Specialists

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Debt Repayment $ ________
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JULY 1993

INLAND EMPIRE BUSINESS JOURNAL • PAGE 11

Creative Financing Strategies

By Mary Ann Dass, CPA

Cash flow is the lifeblood of any business. Cash is required for a business to operate and grow. If you rely on any form of borrowing to maintain smooth sailing through the turbulent times, your business can get caught up and keeping a good source of credit may be different depending on your head above water and sinking into oblivion. The challenge is especially tough due to the uncertainties we've seen in recent years.

In today's small business, the professional lending agencies you can choose from are slim. Loans made by commercial and industrial lenders in California have decreased 14% over the last five years and venture capital loans in the U.S. have gone down by 65% the same period. Even if you already have a good banking relationship that has provided you working capital and other loans, you'll probably find the lender looking over you with a closer eye the next time your loan is up for renewal. You may be asked for more collateral, more personal guarantees, lower credit limits or other restrictions.

What can you do to make sure you get the credit you need?

To maintain good standing with your current lender, keep the lines of communication open. Inform your lender of changes in your business. Give them a heads up as far as what you thought would be keep. Keep on top of your financial activities, prepare current balance sheet and income statement and analyze important financial ratios and key figures such as inventory, accounts receivable, etc. Anticipate the questions your lender will ask and prepare explanations of unusual items.

Ask your business is experiencing a drop in sales, show your lender what you are doing to maintain cash flow. Are you cutting expenses? Are you keeping your inventory levels to a minimum? Are you aggressively marketing? Are you on top of your accounts receivable collections? Do you have a plan for the future, both short-term and long-term? Is your company in order, organized and staffed with knowledgeable people? Do you have a good CPA but help your accountant? Answers to these and similar questions can help your lender put together a financing agreement you can both live with.

What if you are looking for a loan for the first time?

With credit conditions being the tightest they've been in many years, you may find it difficult to attract someone to lend to your company. One bright spot in the lending area is the Small Business Administration. SBA loans have actually increased by more than 100% over the last five years.

SBA loans are made by conventional banks but guaranteed by the U.S. government and are designed to help businesses that have trouble getting regular financing. Demand for these loans has been so great that this year's SBA funds are almost gone, but more funds should become available when the new year starts on October 1.

If your income statement is weak, but you do have unencumbered assets, you probably can obtain a loan using the assets as collateral. "Factoring" your accounts receivable is another option, if you are willing to turn your receivables over to the finance company. While generally more expensive and sometimes a nuisance to cope with, factoring can be very helpful if so other sources of cash are available, particularly if you are expanding your sales rapidly.

Another possible source of funds is a private loan from a friend, relative or business associate. Some business owners have even used credit cards, personal loans or borrowing against their homes to provide working capital. The important thing is to make sure you have developed a plan for paying off the loan and that borrowing the money makes sense for your company. If your business is declining and realistic forecasts show the future only looks dimmer, don't go further into debt only to delay the inevitable. It may be wiser to go out before you've lost everything.

If you don't need a loan right now?

Even if you don't need a loan right now, you should consider establishing a banking relationship and a business line of credit for use in the future. It's frequently easier to get a loan when you don't need it, and establishing a history of good use of credit will pay off later when you need cash for an opportunity that arises to expand or improve your business. Current low interest rates make a line-of-credit a relatively inexpensive insurance policy" for future cash flow needs.

Mary Ann Dass is a partner of Victor, Lindy & Stewart, CPAs and Business Advisors, located in La Verne.
Mary Tucker Added to Radisson SB Staff

The Radisson Hotel-San Bernardino Convention Center has added Mary Tucker to its marketing department, General Manager Jim Drusas has announced. Tucker will handle the association and government accounts for the hotel.

Tucker most recently was employed at the Doubletree Club Hotel in Ontario. She is a member of the California Society of Association Executives and the Society of Government Meeting Planners.

Valley Detroit Diesel Allison Purchases Mira Loma Building for $1.6 Million

Valley Detroit Diesel Allison, a Detroit diesel corporation and General Motors Corporation, distributor of engines and related parts, has acquired a 50,688-square-foot industrial building on 5.79 acres in Mira Loma, according to Grubb & Ellis Commercial Real Estate Services. The $1.6 million acquisition is the City of Industry-based firm's first Inland Empire location.

The building is located at 11300 Inland Ave. in Empire Business Center. The building is slated for occupancy in July 1993. The firm will initially employ 50 workers at the new facility and as many as 125 by October 1996.

Radisson Hotel San Bernardino Convention Center has hired Verlene Riddle as its director of sales and marketing.

Riddle most recently was employed at Quality Suites in San Bernardino. She is a member of the Meeting Planners International, Hotel Sales Marketing Assn. and the San Diego Business Travel Assn.

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Environmental Companies Serving the Inland Empire

O no once simply as the "junk business," recycling has evolved into an integral part of society. In recent years, many businesses, has become a definite factor in its profitability. Companies that generate scrap metals as part of their manufacturing processes realize the importance of recycling their remanufactured product to add to their bottom-line profit picture.

Ontario Metal Recycling is a full-service recycling company that has been servicing the Inland Empire for 30 years. Because of the tremendous volume of scrap metals that flow through their facility on a daily basis, they have established markets both foreign and domestic that are virtually out of reach of any of their competitors. Their many years of experience, along with their fully computerized operation, allows them to customize a facilities scrap handling system to maximize the cost efficiency of the operation. As most companies realize, the timely movement of their scrap metals is crucial to their ultimate success and profitability.

As most companies realize, the timely movement of their scrap metals is crucial to their ultimate success and profitability. After a company realizes the value of their metals as part of their manufacturing processes realize the importance of recycling their remanufactured product to add to their bottom-line profit picture.

One important aspect of the principles of Ontario Metal Recycling is certainly an integral part of society. In recent years, many businesses have become a definite factor in its profitability. Companies that generate scrap metals as part of their manufacturing processes realize the importance of recycling their remanufactured product to add to their bottom-line profit picture.

Ontario Firm Finds Gold in Trash

Ontario Metal Recycling provides all of the equipment necessary to implement the most efficient system possible for their industrial customers. They maintain a fleet of trucks whose drivers are dedicated to the expedited servicing of all industrial customers.

Customer service is an integral part of the philosophy of Ontario Metal Recycling. It is not an uncommon sight to see employees, as well as the owner himself, Harric Cohen, circulating amongst customers, shaking their hands and thanking them for their business. Although Ontario Metal Recycling has grown to be one of the largest, most advanced scrap handling facilities in the valley, they have never lost sight of the personalized touch that was so important to its founder, the late Isaac Cohen, whose motto was "the customer is king."

Although the industrial segment of Ontario Metal Recycling's business is a major part of the operation, their general public business also plays an important role in the success of the recycling center. Well known for its reputation of "We'll buy any price in town," the motto is evident by the number of customers who stand in line with competitor coupons in hand, knowing that they will truly receive "the best price in town."
Environmental Companies Serving the Inland Empire

Company Name & Address																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
Environmental engineering may be the Works Progress Administration of the 1930s. As the worst recession since the Great Depression rumbles slowly into history, and the Cold War with Russia becomes a figure of past arms races, businesses in the Inland Empire are turning to a new problem and a new opportunity: environmental engineering.

Concern for the environment is certainly not new. Air quality regulation and management goes back over three decades on a national scale of concern. Stationary source emissions, mobile source emissions, and the California Environmental Quality Act have been recognized as the vocabulary in businesses in the development sector for many years. New events and legislation, however, have broadened this into the creation of environmental engineering. Environmental engineering covers a multitude of professional services whose objective is the protection of our environmental resources for the safe enjoyment today of our population and its children.

Included are typical air and water pollution engineering services, recycling, and sustainable energy recovery and management of hazardous waste remediation and others. It is important for the basis of many services and cost-effective environmental processes be developed to allow continued operation of existing businesses, and development of new land-use areas for residential and business development. Perhaps even more important in California, and the Inland Empire, that environmental regulations be administered constructively to provide for job growth and to facilitate the economic recovery that is just beginning to happen.

As an example of environmental regulations facing today's government and businesses, Assembly Bill 939, also known as "California's Integrated Waste Management Act," attempts to protect the environment and the future from source reduction, recycling and composting and environmentally sound transformation of landfills and solid waste. This legislation sets standards for reduced waste production by cities and counties of nearly 50% by the year 2000.

Through preparation of Source Reduction and Recycling Elements (SRE's), these regulations, in turn, are creating new economic opportunities through composting and recycling of products that were previously considered economically viable. They also create the need for substantial city-by-city interaction, which has occurred only in the Coachella Valley in preparation of integrated waste management plans for cities and counties that are of major need for environmental engineers.

The National Pollution Discharge Elimination System (NPDES) legislation similarly attempted to curtail waste water run-off and other pollution, especially as wind-blown dust from construction sites. NPDES permits are required to be filed on any construction activity over five acres in any portion of property over five acres. Projects in this category require preparation of a Storm Water Pollution Prevention Plan (SWPPP) to reduce or eliminate pollution from the construction activities.

On a larger scale, hazardous material remediation costs can be staggering, even for small uses such as a repair shop or gas stations. For larger projects, such as clean up of military bases being closed in California, costs have been estimated to run in the billions of dollars.

If funding is established for these cleanups, the need for environmental engineers will most likely exceed the availability to provide those services.

Today's professional services firms have specialized in one discipline, such as a major transportation design firm or to provide broad-based discipline coverage akin to a "one-stop" shopping.

As J.F. Davidson Associates, Inc., the company has taken the latter approach to provide full professional services as a design firm. With the advent of environmental engineering, JFD is blending together human resources from various disciplines to support the needs of the business and community, as well as cities and counties in responding to regulation such as Assembly Bill 939 and the NPDES. By providing a one-stop shop for these services, businesses in the Inland Empire can focus on their services they provide their clients with great success.

David Grogue is the president and CEO of J.F. Davidson Associates, Inc., and a new opportunity: Great Depression rumbles slowly into history, and the Cold War with Russia becomes a figure of past arms races, businesses in the Inland Empire are turning to a new problem and a new opportunity: environmental engineering.

Conservation Partnership Awards

Would You Like To Have Your Organization Recognized For Their Conservation Efforts?

Nominations are now being accepted for the 1993 Conservation Partnership Awards to recognize businesses, community organizations, non-profits, government agencies, or individuals who have exhibited outstanding environmental achievements in:

- water quality protection;
- community outreach;
- conservation leadership;
- media coverage;
- technological innovation; or
- employee awareness training.

For nomination forms and more information, call the Inland Empire West Resource Conservation District at (909) 987-0622. The deadline for entries is 5 p.m. on Friday, August 6th, 1993.

The Award Winners will be announced at the Conservation Partnership Awards Ceremony on Friday, Sept. 17th at 6:00 p.m.

Company Dedicated to Disposing Waste With the Environment in Mind

The Eagle Mountain Landfill and Recycling Center Will:

- Provide environmentally superior disposal of non-hazardous municipal solid waste;
- Play a key role in solving Southern California's solid waste disposal crisis;
- Assist Southern California communities in reaching AB 1197 mandated recycling/goals;
- Allow communities to close outdated, poorly designed, poorly sited, environmentally unconservative landfills; and
- Employ unbiased, state-of-the-art waste disposal strategies to develop new landfill, waste disposal, and recycling technologies.

Environmental Benefits

The Eagle Mountain Landfill and Recycling Center is more than a technologically sound means of dealing with the growing waste management crisis of Southern California; it is an environmentally sound project that promises to be an economic boon for the Inland Empire as well.

The integrated waste-by-rail transportation system, which will be part of the Eagle Mountain Landfill and Recycling Center, will be locked and sealed containers to transfer waste on specially engineered rail cars to Eagle Mountain.

This will be protected for transfer of Eagle Mountain Landfill and Recycling Center. The practice of delivering waste to rail by rail has already been tested and proven in other communities. Shipping waste by rail to Eagle Mountain will replace a minimum of 800 trucks, bringing air quality benefits and reduced traffic on the region's roads.

Each train will carry approximately 20,000 tons of hazardous, solid waste each day, a figure of nearly 90 percent of which will arrive in the sealed rail containers. The landfill itself will cover about 2,200 acres at its maximum expansion.

World-class engineering is incorporated into the project's design to safeguard the region's environments from air quality to ground water. The facility will meet or exceed all federal, state, county, and regional regulations and incorporate a multi-component liner and monitoring system for unprecedented ground water protection.

The National Reclamation Corporation (MRC) has brought over 100 years of combined experience in management of waste disposal and landfill operation to the task of developing a model non-hazardous, waste-by-rail regional landfill.

Located in the remote desert of Riverside County, the Eagle Mountain Landfill and Recycling Center is more than a technologically sound means of dealing with the growing waste management crisis of Southern California; it is an environmentally sound project that promises to be an economic boon for the Inland Empire.

A 1991 study done by the Big Six Accounting Firm of KPMG Peat Marwick estimates that the project will generate $2.2 billion in new economic activity in the region during its first 20 years of operation, while contributing $24 million a year to the county of Riverside.

Eagle Mountain will also create the equivalent of 1,400 permanent employment opportunities during the initial 20 years of operation in support services such as banking, insurance, contracting and advertising.

In addition to the economic benefits, there are environmental benefits as well. A special fund for the preservation of the desert tortoise habitat will be created and $57 million will be provided for this purpose. The project will create a new standard in safe, environmentally sensitive handling of municipal solid waste.

One of the most significant aspects of the Eagle Mountain Landfill and Recycling Center is that it will create a new disposal process, while also allowing outdated unlined leaky landfills throughout Southern California to close.

The recycling waste-by-rail process at the site will also promote the best use of natural resources by recovering recyclable items and disposing of the remaining waste in the least costly and economically prudent manner possible.

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Rhodium 2001: Environment-Friendly Concept With Inland Empire Roots

By: Gary M. Cusumano

Rhodium Corporation, a full-blooded Chippewa Indian on his homestead, has poise and a life-size running buffalo on the mailbox. He would have given me fair warning about the sort of man I was assigned to interview. Melvin Francis Pervais, Rhodium Corporation's CEO and president of Rhodium 2001, is a man whose concept of recycling as a way of life has come into the Inland Empire is now in production at McPervais 120-acre "Chief Joseph Ranch" in the Big Horns of Southwestern Montana.

Over the years I have found that the only way to get a successful interview with a busy executive is to thoroughly research one's homework. Learn as much about the subject as possible. Find out from friends and former business associates what kind of person he or she is or he or she proceeds accordingly.

"The solid honey bee has a spiced Indian on his homestead, harnessed poised and a life-size running buffalo on the mailbox. You would have given me fair warning about the sort of man I was assigned to interview. Melvin Francis Pervais, Rhodium Corporation's CEO and president of Rhodium 2001, is a man whose concept of recycling as a way of life has come into the Inland Empire is now in production at McPervais 120-acre "Chief Joseph Ranch" in the Big Horns of Southwestern Montana.

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and quickly terminated Harris, who had been a thorn in the side of several of his new members after he kept telling them that they couldn't legally take the political actions they wanted to. Harris was particularly adamant about the legality of council actions in relation to Measure V.

"It was my obligation to see that the citizens' rights were protected and the public trust was preserved."

The council's perception that I worked for them was incorrect," said Harris. The council spent a large portion of public funds to investigate Measure V which was written to protect the amendment from development. The measure was designed to stop any developer from getting new approvals or changing existing approvals without a two-thirds majority vote by the citizens of Rancho Mirage.

"I drafted Measure V for the citizens. I didn't draft it for the law firm of Charles Harris or for any judge," said Harris. "I drafted it so that a layperson could understand it. There are no lawyerly words, only simple English, and if you can't read it and understand it, then you can't understand English. It was a cutting edge document.

"The city approved it by 70% of the voters in July, 1992, so I rescinded by a 3-2 vote of the council shortly after Harris, who drafted Measure V, warned the council that they were acting illegally. There was a need to read and fight for the measure.

"I was working for my client, the city of Rancho Mirage, and if I felt that the council was violating the trust and obligations of the city, it was my obligation to warn and stop them," said Harris.

"This council then hired outside lawyers to fight the city's own attorney and terminated Harris weeks before he was to speak on the Measure V issue in court.

"Even though I felt (Harris) was too dominating about selling the council what they could and couldn't do, nine times out of 10 he was right," said Gene Mueller, (District 2) president of RAMPAC, former VP of finance for Chrysler Corporation.

A third financial issue facing the city is the $230,000 settlement that the city council paid to a man named John Dean for terminating him. The city council was unable to break that fracture or those of the city manager and city clerk.

The Eye of the Storm

According to most Rancho Mirage observers, Sybil Haas, the only person to

Please See Page 52

...and pollution-free equipment. A
People go into business to stay in business. Regulatory barriers and the increasing amount of paperwork and business expenses that a company makes it incumbent upon business to make both sound economic and personal decisions and wise selection of environmental companies. For almost 10 years, University Extension, University of California, Riverside, has been the regional leader in environmental education to government and industry throughout the Inland Empire. University Extension has served more than 12,500 students in compliance classes, requiring training, and continuing development seminars. Certificates in Hazardous Materials Management, Air Quality Management, and Workplace Health and Safety Management. Insurers can charge as? it leads to ill-conceived solutions and poor choices. University Extension's Programs in Environmental Management (PEM) seek to provide businesses, agencies personnel, and individuals with a broad and integrated understanding of environmental issues and the problems facing the citizens of the Inland Empire. Environmental programs are almost always concepts complex and often involve the political and social issues. In recent years, efforts to develop the management skills and environmental decision-making potential of the business community. The Inland Empire Business Journal has found that environmental classes will not merely offer training or a knowledge of how to comply with the most recent set of regulations, but also will attempt to integrate understanding of regulatory science and policy and social dynamics. As business looks for cost-effective and convenient ways to manage the delivery of environmental information to employees, on-site training becomes more and more attractive. University Extension works with individual businesses to create customized programs that meet the needs of each company. Extension can provide certificate programs, a pilot and sequential series of courses that focus on a particular subject and professional response training, hazardous waste handler training, hazardous materials waste trans- portation training and other such and feder- ally mandated training entirely at the busi- ness workplace.

For many years, Extension instructors have been envi- ronmental professionals who manage business as a valuable, legitimate part of the workgray. They share their philos- ophy that environmental and sound business decisions are intertwined. This philosophy is systems and judgment relating to financial success in the long term.

In today's job market, it is very important that graduates and to stay focused on these goals. You will have to do a cut above all else to be recognized and considered for the full-time hire. Hiring costs have skyrocketed over the last 10 years. Many companies have turned to temporary employment agencies such as AppleOne for this reason alone. Today you are getting considered for a job, you first have to show them what you have to offer and what benefit they will receive by hiring you. Believe me when I tell you that you have a lot competition out there. Your diploma is very important, but just as important is the sacrifices that you made to be here today, as what your diploma is... Did you hold down a full-time job while going to school? Did you work in the field of industry you wish to work in after graduation? Did you work with a company that will pro- vide you the growth to succeed, you will fail.

In today's job market, it is very important for a person to get a good job and to stay focused on these goals. You have to be a cut above all else to be recognized and considered for the full-time job. Hiring costs have skyrocketed over the last 10 years. Many companies have turned to temporary employment agencies such as AppleOne for this reason alone. Today you are getting considered for a job, you first have to show them what you have to offer and what benefit they will receive by hiring you. Believe me when I tell you that you have a lot competition out there. Your diploma is very important, but just as important is the sacrifices that you made to be here today, as what your diploma is... Did you hold down a full-time job while going to school? Did you work in the field of industry you wish to work in after graduation? Did you work with a company that will provide you the growth to succeed, you will fail.
TQM in Education: A Great Old Idea

TQM Quality Management—is in the best of systems, it is the worst of systems (apologies to Dickens). The TQM landscape is alive with numerous successes, failures, objections, and organi- zations in the private sector who have a deep, abiding commitment to change management concepts and TQM and which have incorporated their business and strategic plans into the TQM framework generally have experienced greater implementation success and remain focused on sustaining process improvement. However, firms which have not had the necessary ongoing executive commitment and which have not incorporated planning into their TQM initiatives have had much less suc- cess. In fact, these failures are so glaring as to cause many companies to dismiss TQM out of hand as another management "trend of the month" program.

Given the time-consuming, strenuous effort needed to implement and sustain continuous improvement in private sector organizations, one can imagine the diffi- culty of implementing TQM with the many of major corporations in public education. There are, however, a few noteworthy successes. TQM has been adopted in public education. Two of these suc- cesses are Fox Valley Technical College in Abilene, Wisconsin and Rice and Salado Community College in Phoenix, Arizona. The transformational process at Fox Val- ley took nearly seven years. Rice Salado went through an equally trying and dif- ficult process. So, each of these two institutional transformations were successful because of the dedication, commitment, and continuous change management principles and chief exec- utives, without which it is highly unlikely either initiative would have prevailed.

Public work to be done in Califor- nia, can be best described as bureaucracy driven, regulation infatuated, microman- aged, and over-controlled. Thus, it is not surprising that our public educational initiative (6-12 and post-secondary) is stagnated, inefficient, and mired in an atmosphere of pervasive ennui. There seems to be no unifying vision of federal, state, and local regulations imposed upon pub- lic education institutions. Rather, the patchwork quilt of regulation, control, and strangled bureaucracy continues to grow unchecked, unfiltered, and unenlightened.

Top management in education (principals, campus presidents and chancellor) are treated as if they are incompetent at worst or delicate children at best. For example, the fact that institutions have li- mited budgets and scarce budget line items means that emerging needs and changing times is glaringly necessary to the fulfillment of their missions. Both principals, legis- lators, and regulators in "The Moses Syndrome" (Dr. Orbach) have simply said, "If it is written, it must be true." Put anything in black and white on paper and many low-level bureaucrats and many many people will challenge it, no matter how illogical, inane, idiotic, unethical, fallacious, illogical, or out- of-date. The article in "The Money Sym- phony" is "challenge the assumptions—just because it is written it isn't necessarily—so—accept the facts." Today we give up service to this key to success: "If your customers are calling it critical thinking, but we don't practice it. Earlier in America, we called it competitive advantage. TQM makes you focus on something less than common sense. In a simplistic view, TQM makes that these most fundamental quality concepts and principles.

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...
Glut of MBAs Creates New Field of Candidates

The Drucker school’s educational philosophy revolves around giving its students practical experience and sound advice from business professionals, said Palmer. The University of Redlands also caters its traditional MBA program to fit, not just the needs of industry but also the needs of executives. The Redlands offers a two-year accelerated MBA program so individuals can gain practical full-time work experience and also earn their degree. The program is offered through a number of satellite campuses throughout the Inland Empire and is held one night a week for two years. The University of California at Riverside also subscribes to this tradition.

“A successful business program on either a graduate or undergraduate level should definitely provide a certain amount of experiential learning,” said Walter Henry, a program director with the UC Riverside Graduate School of Management. UCR has a highly successful business program in which they enlist the help of large corporations and form a student consulting firm, the student in marketing and advertising firm. The firm handles an ad campaign for the corporation from every aspect, giving the students hands-on experience.

But, as times change, students and the degree programs which go beyond the traditional MBA with unique flair.

One of the most popular of these “designer” degree is an MBA in a master of sciences program at the University of Redlands with freeway and airport access. They are completely happy. The treaty will be held one night a week for maintenance. And running their own business, are seeking degrees which go beyond the traditional MBA even if they don’t pursue an MBA degree. As an indicator of what NAFTA might achieve, Ross Perot intervened to NAFTA centers on the need for the U.S. to be a manufacuring superpower in the future.

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When you move into an office complex with SmartPark Services, there won’t be any hidden costs. Just hidden wires, cable fibers, and optics with a high-capacity telecommunications network.

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For further information on how SmartPark Services can be the smart, secure move when you’re relocating to an office complex, call 1-800-627-7280.

NAFTA Ratification the Right Choice for U.S. Business

By Jeffrey R. Miller

The North American Free Trade Agreement is coming. To ensure the smoothest possible transition, it will be necessary to educate the American public about what NAFTA means and how it will affect their lives.

 NAFTA has generated opposition in the U.S. and Canada by environmental groups who fear that it will encourage lax pollution enforcement (laws already exist-they're not new) and by labor groups who fear that NAFTA will lead to the loss of thousands of jobs from the U.S. and Canada in the next five years. This is afraid that U.S. reliance on Mexican trade will make Mexico more attractive to other parts of Europe. NAFTA makes it easier to move product around, but it doesn’t necessarily mean that the American public will be better off.

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If you are looking for a first-class restaurant with third-class prices, then Frangipani is the place. Over the years, I have heard a lot of grumblings from folks who complain that Moreno Valley does not have any fine dining. Business is bad, and then maybe the Moreno Valley will continue to be the fast food and chain restaurant capital of the world.

Frangipani’s is located at 23580 Sunflower Blvd. in Moreno Valley. Their phone number is (909) 242-8023. Frangipani is closed on Sundays.

Allan Borgen is a member of the Southern California Restaurant Writers Association and is the co-host of TABLE FOR TWO, a restaurant review program which airs on Sundays and Saturday nights at 6:30 p.m. on KCVR Channel PBS.

The Wine Cellar

Meet the Wine by Jerry B. Head

NEO-BORDEAUX—Twenty-five years ago it was possible to be a person of vision, and with a lot of hard work, a little money and perhaps a few family members as investors to start a vineyard and winery operation. The seventies were full of examples of “regular people” starting wineries and succeeding. All of the dinners are served with a large mixed dinner salad which was served crisp and cold, along with a few fresh vegetables, herb potatoes and terrific rolls and butter. All of the items on the menu are made fresh on the premises and only fresh herbs are used in the preparation of the food.

Some of the entrees, which I really recommend, include the risotto with herbs and tomato marinara sauce, $7.95; chicken Sorrentino, $13.50, which consists of sauteed chicken breast layered with fried eggplant, provolone ham, mozzarella cheese with a sherry mushroom sauce, veal Bourni, $16.50, medallions of veal with garlic herb and cheese with a creamy wild mushroom, madiera and fresh thyme sauce.

If you like Jambalaya, you’ll love the Italian version of seafood risotto, $19.50, which features an impressive array of clams, green mussels, scallops and shrimp cooked with garlic butter, leeks, white wine, herbs and a robust marinara sauce on Italian rice. You can also choose a fresh fish, $22-$26, such as the pale flounder, a filet of haddock, a rack of lamb and chicken marsala or any of their fresh pasta dishes are also excellent. If you still have room for dessert, the giant almond cookie with French vanilla ice cream, fresh strawberries and raspberries and the stufed dates high on my list “forget my diet” favorites.

The wine list features both domestic and imported wines with most priced between $12 and $22.
Kristin designed a group of adorable cherubs and storybook animals which she cast in cement and sold at street fairs and local art shows. They became so popular that she couldn’t keep up with demand, and she began searching for a manufacturer to produce them in quantity.

After being turned down by several companies, Kristin’s own guardian angel may have led her to Cast Art Industries. A mutual acquaintance mentioned that Cast Art had been formed by a handful of former employees of a defunct Corinna giftware manufacturer known as Design Gifts International. The new company was looking for new product ideas, and decided to take a chance on Kristin’s designs.

Scott Sherman, Cast Art’s young president, determined that the company’s reproductions must stay true to the “look” of the originals. Together with partner Gary Barscllotti, an Italian born and trained mold-maker, Sherman began an exhaustive search to find the right natural gypsum and casting methods to accomplish volume production. After much trial and error, Cast Art was able to make job figures and Sherman named the line DREAMSICLESTM.

When the first member of the Cast Art triumvirate made his contribution, Frank Colapinto, a sales executive with over 20 years of experience and contacts in the gift industry, was keenly interested. He approached the road. He showed them to gift shop buyers and sales reps at industry shows, and orders started coming in.

That was in March of 1991, and it was the beginning of a phenomenon. DREAMSICLESTM were named as the Best Selling New Category of 1991 by Gift Creations Concepts, the nation’s largest retail buying organization. The next year, 1992, DREAMSICLESTM were consistently ranked as America’s number one gift line in monthly surveys of gift store owners, according to the New Jersey-based Giftbasket industry newsletter

The original line of 31 figurines has been expanded to more than 200 and is presently retained by some 17,000 gift stores. Its popularity with retailers and their customers has propelled the line and its creator to stardom.

The success of the DREAMSICLESTM has allowed Cast Art to expand rapidly. New products including picture frames, ceramic mugs and magnets are now being manufactured in China. The trade-mark and designs also are being licensed to leading manufacturers of plush toys, pewter figurines, T-shirts, children’s clothing and accessories.

In addition, Cast Art this year introduced three new product lines which have received enthusiastic response.

Inland Empire People

A strong desire to be part of the health care service industry is what brought Terry Rosson to work with the FHP Health Care in Riverside. Rosson currently serves as FHP’s Inland Region marketing manager for both its commercial and senior products.

Rosson likes most about working for one of the nation’s largest health maintenance organizations (HMOs) is the camaraderie of the many people who work for the company. This creates a truly a “family” atmosphere where employees enjoy working together.

Two more are being developed for introduction next January. Cast Art’s reputation for quality craftsmanship and marketing muscle has drawn the attention of artists as far away as Europe, and the company can be highly selective in choosing new talent. Employees groups with their health care needs. When he's not designing new products or conducting market research, Rosson enjoys designing model cars, gardening, and working out. One of his latest hobbies has been trying to learn country-western dancing.

The Island Empire, according to Rosson, is a great place to be right now because of its growth potential and wide-open opportunities. This belief, combined with his manage- ment style of consensus building with the entire spectrum of employees, is what makes Rosson and FHP so successful.

One of the most important events in Rosson’s life was the day he graduated from college. “I pursued my degree in marketing and advertising and was fortunate enough to get a job immediately after graduation. Everyone was excited because it was a great learning experience so the day was special having it.”

Our comprehensive services include:
- Physical Therapy
- Occupational Therapy
- Speech Therapy
- Geriatric Rehabilitation
- Home Health Care
- Physical Medicine / Rehabilitation
- Counseling / Support Groups
- Rehabilitation Nursing
- Sleep Disorders
- Pain Management
- Acupuncture
- Mind-Body Medicine
- Peer Counseling Services
- Case Management

For Admission information or to make a referral, please call FHP’s Inland Region Office at (909) 473-1200.

OUTCOMES

People will benefit from the following services:

- Traumatic Brain Injury
- Spinal Cord Injury
- Stroke / Neurological Disorders
- Multiple Trauma
- Amputee
- Back and Neck Injuries
- Orthopaedic Disorders
- Arthritis
- Chronic Fatigue
- Pulmonary Disorders
- Fatigue Disorders

At Robert H. Ballard Rehabilitation Hospital we are proud to provide the highest quality specialty programs and services to individuals who have experienced a disabling illness or injury. As the only free-standing, comprehensive physical rehabilitation hospital in the Inland Empire, we are dedicated to returning children to their playgrounds, teenagers to their schools, and adults to their work at their highest level of functional independence.

Our experienced team of rehabilitation professionals works together to ensure that each patient receives the most appropriate treatment to enhance their daily lives.

Every impatient and outpatient rehabilitation program is designed for individuals who have experienced...
Health Care News

1993 Outstanding Physicians Awards

The San Bernardino County Medical Society presented the eleventh annual Outstanding Physician Awards to four San Bernardino physicians.

Doctor J. Hurley Crippenden, Bruce M. Shepard, James R. Savage and and Dr. Thomas R. Hunt, Jr., were honored as a recent general membership meeting of the physician organization.

A long-time San Bernardino family practitioner, Dr. Hunt was named to Outstanding Contribution to the Medical Society for his many years of service to the community. Retired from practice in 1992, he continues to sit on the Board of Governors for the Southern California Physicians Insurance Exchange, a professional liability insurance company.

Physicians are chosen for the awards each year in a state leadership role by their peers. A

PERS Offers New PPO

The California Public Employers' Retirement System began offering its members a new preferred provider organization (PPO) health plan option to its 870,000 members in May. Called "PERS Choice," the plan offers access to a broad range of physician and preventive care services, as well as hospital and medical benefits through the state's largest managed care network.

HCIA remains committed to providing good health care service, and will continue to serve our members.

Robert Ballard Rehabilitation Moves to New Facility

The Robert H. Ballard Center for Rehabilitation at San Bernardino Community Hospital, recently announced that it will be relocating its facilities to an upgraded, "state-of-the-art" center on the San Bernardino campus.

The new facility will be a joint effort between Continential Medical Systems and San Bernardino Community Hospital, who designed to upgrade their rehabilitation and staff services.

This hospital combines the quality and long-term experience of the Ballard Center along with Continential Medical Systems' experience in medical rehabilitation programs and services.
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IBM Considers Internal Costs of Health Care Reform

In 1992, expenditures on health care in the United States exceeded $313 billion ($3,800 per capita), or 14% of the Gross National Product. Rising costs, accessibility, and quality of health care are now major political issues and are at the center stage of President Bill Clinton's reform plan. The Department of Commerce and Human Services (DHHS) projects that, unless major reform is enacted, health care costs will rise to 16% of the GNP by the end of the decade. Corporate America now pays the highest health care costs in the world. We must reform our health care system or provide health care for our employees. U.S. auto makers spend more each year for health care than they do for the steel used in production. In fact, for U.S. companies to remain competitive with their foreign counterparts, and to ensure the success of any economic recovery plan, it is crucial to significantly reduce the cost of health care.

As the nation addresses health care delivery reform, it is critical that companies see a common requirement emerging for new, accurate, accessible and comprehensive information systems that can support health care delivery systems. Experts estimate that paper work costs alone account for 25% of the dollars spent on health care. The Health Care Financing Administration has estimated that $10 billion a year can be saved simply by eliminating waste and implementing electronic claims processing.

The pursuit of providing cost-effective, quality care to all Americans will generate significant increases in the demand for information repositories, community-wide networks, and clinical information systems which can support the care plan. Because of clear productivity gains, the information they need across a network of institutions. As an ongoing process, the data systems will be able to adjust as patients and consumers awake the specifications of the DHHS health care reform plan. The one thing is clear: a key ingredient in reform will be information technology. IBM, as a provider of information technology and services, faces the challenge of understanding the dynamics of this rapid change in the health care industry. By developing products, solutions and services that help health care institutions achieve their strategic goals, IBM’s health care division is improving the bottom line for the nation.

Beyond providing information technology to its customers, as a nationwide employer, IBM is keenly interested in health care reform. The company provides benefits to approximately 750,000 employees, retirees, spouses, and dependents throughout the county.

IBM agrees that for these benefits we must quickly gather, in an area of more substantial risk. This kind of effort will involve some serious work in unearthing, organizing, and unifying managers who build or their organizations to address these challenges will represent the most difficult part of the work.

Beyond providing information technology to its customers, as a nationwide employer, IBM is keenly interested in health care reform. The company provides benefits to approximately 750,000 employees, retirees, spouses, and dependents throughout the county.

IBM agrees that for these benefits we must quickly gather, in an area of more substantial risk. This kind of effort will involve some serious work in unearthing, organizing, and unifying managers who build or their organizations to address these challenges will represent the most difficult part of the work.
Woman-Owned Businesses on Rise

While the business atmosphere is filled, these days, with deals that are stretching our reach to new dimensions, one area close to home continues to grow, prosper and offer new opportunities—the increasing numbers of women-owned businesses.

AT&T is not surprised that the size and impact of businesses owned by women continues to grow. For example, consider these statistics provided by the Small Business Administration:

- Business owned by women
- Women start businesses at almost twice the rate of men.
- Women-owned businesses employ more people than the Fortune 500 companies.
- Women in business generate close to $300 billion in annual revenue, while their total sales was $174 billion 10 years ago.

The National Association of Women Business Owners reports that the number of women-owned businesses totaled 6.5 million last year. California leads the nation with more than 560,000 women-owned firms that employ more than 300,000 workers and generate about $31 billion. It may be that what were dismissed as sexist generalities of the past, just might be successful business practices of the future. For example, the same SBA study noted above showed women entrepreneurs enjoying a higher success rate because they typically start their businesses in the home and they tend to be personal computer-based. They also keep startup costs and operating expenses lower longer and they tend to be more creative and adaptable.

It may be that what were dismissed as sexist generalities of the past, just might be successful business practices of the future.

"You can't help but include women-owned business," said Rosie Johns, senior policy advisor to Governor Pete Wilson. "Women have always played an important role in our state's economy, but we are now seeing more movement into non-traditional industries for women, such as import/export, agriculture and engineering. Even in the traditional areas, like health care and service trades, women are moving in at higher levels. Instead of nursing, women are taking the next step and becoming physicians. Instead of secretarial or clerical jobs, women are moving into management."

Gary Washburn, Mayor
City of Lake Elsinore

The city of Lake Elsinore has had several years of budget challenges due to the recession, water moratorium, and the state of California balancing their books against the tax "cities" and "counties" expense.

We have reduced our cost of operation by making our planning and engineering departments operate on a cost recovery basis. Also, by "privatization" by disbanding contract services like landscaping, park maintenance, building maintenance, computerized irrigation systems and turning over our local bus system to Riverside Transit Authority.

The city has tried to establish a balance in delivery services cost by contracting public safety from the county of Riverside. This gives us a professional service level with all the major support for major emergencies.

We have had an aggressive Redevelopment Agency program to enhance economic development through the revitalization of the downtown business district, outlet center, shopping centers, etc.

On July 1, 1993, the city will take over Lake Elsinore, a 3,000-acre lake, from the state of California. This asset will allow us to generate tourism and recreation dollars that will enhance the community's revenues without considering new tax sources.

However, the public has to be aware that when the state is taking money from local government faster than we can institute new revenue sources, the future of adequate revenue or new revenue sources can be questioned.

We are attracting a more entrepreneurial approach to local government.

Jim Busby, Mayor
City of Victorville

I believe government, just as private industry, has to take a look at the way the government does business. Approximately 80% of our budget is involved in personnel. We have to really examine our management structure.

I am a firm believer in the process called Total Quality Management. Through TQM you are empowering workers at the lowest level so they can make decisions. We have to do this to eliminate any duplication of services without going through a management chain. Victorville is a no-tax city, one of about 20 in California. We get no property taxes directly.

An example of streamlining is in planning checks, which often require multiple signatures. TQM and our rule of thumb is to train a person who's already doing the work as a specialist who handles the whole process. The supervisor reviews the paper after-the-fact. This eliminates layers of management—guidelines and parameters are removed. The real key is empowering and training.

I know this sounds radical for government but my experience in private industry and government says this is the way—the money isn't there to do things like they have been done in the past.

Frank Gonzales, Mayor
City of Colton

In Colton we need to do something, but we're in okay shape now. We won't be able to give employees raises anytime soon. The city manager says we have a budget surplus of $600,000 to $800,000 now. We own and provide our own services—we don't contract much out to private firms.

To save money for the city, I might first furlough employees like the San Bernardino County does over the Christmas-New Year's holiday week—basically close for two weeks. The city employees would be eligible the second week for state unemployment, plus (city) holiday pay—our city employees would still have insurance and would not be totally broke. We could go from trash pickup twice a week to once a week to save money year around. I would look at other services being provided. I have trouble coming up with services which are benefiting people.
Riverside County Welfare Program “GAINing” National Respect

continued from page ...

placements as goals and incentives for our employees,” said Townsend.

Aside from the business sense, another benefit to the business community with the GAIN program is the aggressive nature with which it is practiced. When an employer applies for welfare in the county, they must make a determination that the GAIN program unless they are: under 18 or over 60 years old, preg-

nancy and the first trimester, have no means of child-care, have to care for someone who is a disabled dependent or live in a welfare

hour away from the GAIN center.

If the applicant is also in the county requires that they take part in the GAIN “Job Club” a series of 20 hour-a-week classes and training courses to assist them in their job search. Thanks to the Federal Jobs Opportunities and Basic Skills Training program, the county is able to offer welfare recipients who chose not to participate in GAIN, or who fail to go to the “Job Club” or other training classes, that they will no longer receive their welfare grant.

The applicants will receive federal assistance for a dependent, but not themselves.

Most of the time, according to Townsend, welfare applicants generally want to find work and for reasons beyond financial support.

And then there’s the stereotypical lazy welfare recipient... So on. And there are some that may be like that, but most of these people... are looking for a better life, for a better way, they simply don’t have much hope living off of other people,” said Townsend.

Another cog in making the program a successful machine is the participation of the local area businesses. So far, Townsend says he has received a great deal of cooperation from the business community. The business sector has become our partner in the GAIN program. They’ve given us a good welcome, and we’ve tried to provide them with an environment that will allow them to work and for the GAIN program to continue.

One of the greatest programs is the Succeed program. This program is designed to help those who have been out of the workforce for an extended period of time. The program is designed to help those who have been out of the workforce for an extended period of time.

The GAIN program is not about technical training or advanced education. It’s an individual basis. Taking the basic skills, like a high school education or English, the county will help bring them up to standard in the quickest time possible.

In order to do this, the county provides schools who take in GAIN participants with $300 for every grade level they achieve in the participant’s skills. According to Townsend, this is an incentive to move the candidate up as quickly as possible to benefit the client in the future.

While all of the training and edu-

continued...
Cities in San Bernardino and Riverside Counties

<table>
<thead>
<tr>
<th>City Name</th>
<th>Address of City Hall</th>
<th>Phone of City Hall</th>
<th>1991 Population</th>
<th>1992 Median Housing Price</th>
<th>1992 Taxable Value</th>
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<tr>
<td>Loma Linda</td>
<td>25051 Barnes Road</td>
<td>(909) 799-2800</td>
<td>20,000</td>
<td>$129,230</td>
<td>$99,253,000</td>
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<tr>
<td>Montclair</td>
<td>5151 Bloomington Street</td>
<td>(909) 628-6751</td>
<td>28,627</td>
<td>$137,499</td>
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<tr>
<td>Moreno Valley</td>
<td>22126 Arrowhead Avenue</td>
<td>(909) 248-3400</td>
<td>108,829</td>
<td>$138,000</td>
<td>$1,040,978,000</td>
</tr>
<tr>
<td>Moreno Valley</td>
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**Redevelopment Director - First**

<table>
<thead>
<tr>
<th>Manager</th>
<th>Phone</th>
<th>President of Board</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. H.</td>
<td>(909) 384-5122</td>
<td>Robert Clark</td>
<td>(909) 437-3420</td>
</tr>
<tr>
<td>P.</td>
<td>(909) 384-5081</td>
<td>John Tooker</td>
<td>(909) 797-2489</td>
</tr>
</tbody>
</table>

**Community Development Director - First**

<table>
<thead>
<tr>
<th>Manager</th>
<th>Phone</th>
<th>President of Board</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>M. David</td>
<td>(909) 384-5122</td>
<td>Paul Gill</td>
<td>(909) 437-3420</td>
</tr>
<tr>
<td>S.</td>
<td>(909) 384-5081</td>
<td>Shane Steckle</td>
<td>(909) 797-2489</td>
</tr>
<tr>
<td>J.</td>
<td>(909) 384-5081</td>
<td>Shane Steckle</td>
<td>(909) 797-2489</td>
</tr>
</tbody>
</table>

**Note:** No Redevelopment Applications - No Redevelopment Action - No Redevelopment Projects - No Redevelopment Funds.
Glen Ivy Financial Breathes Last Gasp

The company has been operating under the guidance of the court since 1994. According to a bankruptcy court, the company was unable to meet its liabilities, and the judge ordered it to liquidate its assets.

Inland Empire Business Journal

Manager's Bookshelf

Corporate Strategy and Business Success

Ray Magruder, P.H.D., Associate Dean School of Management University of California, Riverside

Ontario Airport Takes First Steps in Becoming Ontario International Airport

Glen Ivy, the Corona-based operator of numerous time-share condominiums has been in legal trouble since county and state fraud investigators raided the company's headquarters in December of 1991.

The company has been operating since that time, but the ongoing legal proceedings have placed a strain on its finances. According to a bankruptcy court, the company is unable to meet its debts and liabilities, and the judge has ordered it to liquidate under Chapter 7.

New Field of Candidates

The program is focused on providing leadership and management training for small businesses. It is designed to help entrepreneurs identify and solve critical business problems, while also identifying and solving problems in their personal and professional lives.

Ontario Empire People

The program is a collaboration between the University of California, Riverside, and the Inland Empire Business Journal, and it is open to anyone interested in improving their business skills and leadership abilities. The program includes workshops, seminars, and other learning opportunities.

Full Name: Paula Riosinclo
Occupation: Executive V.P. of Sales
Hobbies: Photography, travel, and fitness
Your Greatest Concern: The increasingly hostile business environment in California—workers' compensation insurance, taxes, etc.
Best thing about being the Inland Empire: The people!!!

A Water Strategy for California in the 1990s

The transfer of water from regions with surplus surface supplies to areas in need of such resources is a crucial factor in improving the survival of American corporations. As an area facing accelerating change in the workplace, many organizational designs and management structures need to be in place to work in a stable, predictable world—now rapidly becoming obsolete. Thus, many corporations pursued new strategies aimed at improving the quality of productivity, quality, and customer service, a growing belief that, in the future, organizational design will be the basis for gaining competitive advantage.

Gallagher and Lawler are professors of management and organization research at the University of California, Riverside. According to the authors, future organizations will be decentralized that are becoming self-managed. As a result, customers remain competitive and can implement total quality management systems. Furthermore, they build trust, rank, and positional authority must disappear in tomorrow's fast-moving, learning organizations. Pergus and other trappings of yesterday must disappear with them.

Organizing for the Future: The New Competitive Model

Ray Magruder, P.H.D., Associate Dean School of Management University of California, Riverside

Our state's rivers and streams remain critical to the state's economy, and they must be protected from pollution and over-development. Our rivers and streams receive approximately one-third of all pollutant flows directly into the ocean. The transfer of water from areas with surplus surface supplies to areas with water shortages is a crucial factor in improving the survival of American corporations. As an area facing accelerating change in the workplace, many organizational designs and management structures need to be in place to work in a stable, predictable world—now rapidly becoming obsolete.
The costs of operating in California, the highest in the nation, coupled with regulations, taxes, and the high cost of living is like a downward spiral, coupled with the problems of overcrowding and pollution. But, in recent years with the state’s economy in a downward spiral, coupled with the problems of overcrowding and pollution, what was once a positive for the state, is rapidly becoming changeable.

“We have to think of our workers too and what the standard of living is like," Anderson said. "But in the past five years, that has gone from a positive to a negative," said Bingham.

“They have to be able to live on and that just keeps going up and up." Anderson said.

While Bingham says that his company is planning to employ 2,000 people throughout the Inland Empire, has no immediate plans to relocate, but in the future, the state of relocation is always looming.

“In the future, we’re not making it. We’re not planning on leaving the area," said Bingham. “But there may come a date in the future when we just can’t do it anymore." A

The features of Quattro Pro for Windows

It should be apparent by now that successful programs in the 1990s are not successful only because of their functionality, but mainly because they fit the way humans work. This is true for wrenches as well as software and hardware products. The better the software fits the context of the work environment, the more useful it will be for the end user. In other words, the tool should fit the user’s mental image of the task. Quattro Pro attempts this by using a notebook metaphor to organize related spreadsheet data. The user can move between different spreadsheet data by clicking on a visual notebook index on the bottom of the screen. This feature helps in organizing projects in a way which is close to the manual "mailed folder" approach; a feature that is more intuitive and easier to use than Excel’s Workbook concept. Quattro has always been strong in the charting area. The Windows version is following this tradition. Charts can be edited and drawn upon using the drawing functions built into Quattro Pro. The drawing functions provide the ability to annotate and highlight your charts. Like Excel, Quattro Pro can produce a few page(s). In addition, the Windows version is showing its general higher level of detail. With Windows 3.1 or higher "hard disk with (5MB or more available disk space) VGA graphics card and adapter or higher resolution 2 MB memory or more"

"What we try to do when we organize the speakers is to look for individuals that are pertinent to people on both a professional and personal level."

This year’s Expo also included a host of corporate sponsors including companies like AT&T, PHP, United Parcel Service and Wells Fargo Bank as well as a considerable number of local, Inland Empire companies that cater to or work with Women. The event peaneted a number of prominent speakers ranging from modeling agency tycoon Nina Blanchard to LA newswoman Linda Alvarez and state assemblymen women Gloria Molina. Keynote speakers at the ‘93 Expo included Stephanie Edwards, the very recognizable spokesperson for Lucky Food Stores throughout Southern California. Barbra Walden, a high- profile entrepreneur who was selected by Entrepreneur magazine as one of the 12 most powerful business women in the nation; and Tina Morgan, who is about to perform in a Tony, Grammy, Emmy and Oscar and the California State Treasurer Kathleen Connell.

“We are realising that these young women are making their careers, personal lives and families, we want to have topics that will speak to them on all of these levels." Perhaps one of the most tangible results of the Expo, according to Gordon, is the networking and interaction that takes place among the women that attend. "The seminars and booths are tremendously important and helpful but the interaction is invaluable," said Gordon.

Following the success of this year’s event, plans are already underway for the workshops for the 1994 Women & Business Expo which will be held in the National Orange Show Field in San Bernardino. For booth rental or sponsorship information, contact Peter Tucker at the Inland Empire Business Journal office, (909) 391-1015 ext. 27. A
Inland Empire’s Largest Employers

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Employment Size</th>
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<th>Headquarters Location</th>
<th>State</th>
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<tr>
<td>Inland Empire Business Journal</td>
<td>14,000</td>
<td>Print</td>
<td>San Bernardino, CA 92413</td>
<td>CA</td>
</tr>
<tr>
<td>Telephone: 909-583-3010</td>
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</tbody>
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**Marketing Contact**

**Top Local Executive**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone/Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe D. Muhl</td>
<td>Dir. of Business Development</td>
<td>909-380-4336</td>
</tr>
</tbody>
</table>

**Employee Benefits**

- Health Care
- Life, Disability & Dental
- 401(k) Plan
- Profit Sharing
- Stock Ownership
- Paid Vacation
- Paid Holidays
- Paid Sick Leave
- Paid Bereavement Leave
- Life Insurance
- Disability Insurance
- Retirement Plan

**Services Provided**

- Local and National News
- Employment Opportunities
- Business News
- Community Events
- Local Business Directory

**Inland Empire Business Journal**

1214 S. Mountain View Ave., Ste. 204
San Bernardino, CA 92408-2327
(909) 583-3010
Fax: (909) 583-3015
www.InlandEmpireBusinessJournal.com

**NAFTA Ratification: The Right Choice for U.S. Business**

In the future, it will be even more of a competitive advantage to have NAFTA ratified. With the ratification of NAFTA, businesses will benefit from increased market access and reduced barriers to trade. This will create a level playing field for businesses across the border and increase productivity and innovation.

**BRADCO Debuts New Newsletter**

BRADCO, the San Bernardino County Chamber of Commerce, has launched a new newsletter, BRADCO Business Journal. The newsletter will feature news and updates on events, business trends, and other relevant information for members of the chamber.

**Inland Empire People**

Gina Forget, vice president and manager of Wells Fargo's Highland Avenue office, said the bank is committed to serving the needs of its customers. "We are dedicated to providing the highest level of service and attention to our customers," she said.

**Advertising Gets Results!**

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(909) 391-1015 ext. 27

**Deadline is the 20th of each month**
Meet Sandra R. Smokey, Secretary of the State and Consumer Services Agency

**By J.J. (Judy) Corder**

The Calaveras County Republican Business and Professional Organization invited Sandra R. Smokey, Secretary of the State and Consumer Services Agency, to speak at their June luncheon. Smokey was the first to share her experiences. She began her career in the state of California in November of 1993.

In addition, she said that, "When it comes to budget changes and budget cuts, we are looking at the same thing. If you have to make a decision, you will go through the same process. So, the people who get the most money from those changes will be affected most."

She pointed out that companies that make a profit out of services are companies that can be affected. She said that, "If the state of California is not making enough money, they will have to find other ways to make money."

Smokey said that, "A company that makes money from services will have to find other ways to make money."

And she said, "If the state of California is not making enough money, they will have to find other ways to make money."

Finally, Smokey said that, "If the state of California is not making enough money, they will have to find other ways to make money."

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Meet Sandra R. Smokey, Secretary of the State and Consumer Services Agency.
of the newer council members, is the center of the storm currently battering the city. Jaffy opposed Measure N, claiming that the former council's submission process was flawed and that the measure was too poorly written to become law. In an interview for the city's publication, Jaffy said, "I want to protect our natural assets...the city must honor its past commitments to developers. We would risk more costly lawsuits." One of the suits Jaffy was referring to was filed against him by Federated Maxxam, Inc., owner of the Ritz-Carlton, Mirada Project. Ten years ago, this group owned 1,200 acres in the mountains on which they wanted to build a hotel and a number of million dollar homes. After much negotiation, Federated and the city agreed that Federated would turn about 300 acres of land over for an open land reserve in exchange for the zoning required for their development. The agreement also transfered the reserve over to the Big Horn sheep that are indigenous to the area and which many people fear to be endangered.

The Ritz-Carlton Hotel was built and opened, and the Mirada Project, with approximately 50 townhouses and 50 homes worth more than $1 million, began the construction process. However, Federated decided that a golf course might improve sales. and claimed it was the only course within "open domain." Federated decided that 200 of the 1,000 acres held by the city were needed for the golf course. When Measure V was approved, Federated filed the lawsuit.

Palm Springs Superior Court Judge S. Eugene Dougerry declared the measure was legal, however, he requested that minor clarifications be added. The 1,000 acres are still currently held by the city.

Inland Empire People

If you look for a hotel in Inland Empire, you will find a very different atmosphere than you might expect. The area is an amazing blend of classic and modern.
Herd Mentality in the Newly Opened Foreign Markets

By Fritz Rosenvold

The vision of a billion Chinese purchasers overshadowing the almost complete absence of any purchasing power in China. As a result, many deals were made, far fewer were ever implemented, and fewer still made money or exist today. The same phenomenon is now afflicting thinking about opportunities in the former Warsaw Pact countries. By far the most commonly asked question is "what are you feeling, anxious or calm?" and then to carefully examine any deficiencies in their data. Gallery of History is assured of rarely losing a customer.

What about that huge decision made by a well meaning manager that cost the company millions of dollars?" reporter containing data critical to a proper perspective was left, apparently never having been on the company's data clock. The current state of Decision Support Systems worldwide is one of numerous documents created on any company computer (whether PC, laptop, work-station or mainframe) being used by an executive for use and access by the entire system. Then, because everyone must have access to the information they need to do their jobs, the computer requires that each user was granted access and password protection, new on your machine and "updates" your access to everything specifically addressed to you. Thus, if you want to view comprehensive, up-to-date information about the company, you need to have the full knowledge base of the company. If this sounds too far-fetched and too complicated to consider, think again. In the first place, the price for this type of system is worth it. Second, the savings can be derived in the form of real-time updates on product availability to all its sales reps. Thus, when a new product is ordered for a customer, they can confirm-with total certainty—product availability, price, and applicable discounts, customer credit worthiness and shipping dates. Once, if the customer is interested, they can even link them into a system that will instantly alert them of any changes. Thus, not only has the system saved millions by reducing inefficiencies, it has also added millions in increased sales. In this one example, because the enabled sales force was able to make 1.5 to 2 additional sales calls per day, this not only increased their sales, it also made the sales force feel more confident.

Finally, because of the advantage alone the concept of an unbeatable advantage, consider these examples:

Your company has just announced a major new product which is of great interest to your favorite customer manufacturing which has been working overtime to build-up inventory. All the sales force has been highly "incentivized" to go out and sell "their brains out." But, customer reaction far exceeds the company's expectations. By the time all the orders have been received and counted, demands far exceed the company's production and product is quickly going out of stock. Customer complaints are broken and both company and sales reps credibility is stretched. Customer begins to lose confidence to satisfy large orders and is forced to stretch the product. As the problem escalates, the situation begins to look like something like an Etch-a-Sketch. As the "at a suitably chosen time," the customer reaction is confirmed, but the instrument is too sensitive to something like an Etch-a-Sketch. As the "suitably chosen time," the customer reaction is confirmed, but the instrument is too sensitive to the note on a screen that looks about the guy sitting in a lawn chair left behind.

In the ultimate Market Sensing Systems, TV’s, phones, computers, cameras, monitors, alarms, clocks, notebooks, bar code readers and faxes all talk to each other. It doesn’t do it. This future is not as far away as you may think, and some companies are even using version of this vision to begin cutting out enormous amounts for themselves in the way to use and generate and disseminate critical information (not just data) faster than any of their competitors. This is what we call Market Sensing Systems in our World Class Marketing Model and they are rapidly becoming one of the keys, not THE key to gaining a competitive edge.

The vision of a billion Chinese purchasers overshadowing the almost complete absence of any purchasing power in China. As a result, many deals were made, far fewer were ever implemented, and fewer still made money or exist today. The same phenomenon is now afflicting thinking about opportunities in the former Warsaw Pact countries. By far the most commonly asked question is "what are you feeling, anxious or calm?" and then to carefully examine any deficiencies in their data. Gallery of History is assured of rarely losing a customer.

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W ait out an affordable house¬
hold office building, a downtown revitalization plan, and a child care center in Temecula," in the judgment of a panel of distin-
guished design professionals drawn from across the state, "are each in a unique way "Sharpening the Edge: Strengthening the Center," the theme for the first annual awards pro-
gram of the Inland Empire Design Institute.

The Design Institute, recently formed by a coalition of public and private representatives of architecture, plan-
ning, graphics and development firms seeking to improve the quality of the build-
ing environment, determined that one of the best ways to further their cause was to recognize local effons to that best reflected the mission of the organization.

What the group did not want to hold, however, was another archi-
tectural beauty contest. "The field of
urban design" notes Tom Merle, one of the mem-
bers selected Carnegie, a recently completed 140-unit apartment complex for low-income families in Palm Springs, to receive the Institute’s highest accolade: A Design Excellence Award. "The property’s sens-
tivity to the desert context of the site plan and the choice of materials and colors, as well as the expanded opportunities for interaction without sacrificing privacy and livability," said the panel. In a Monday night gala following the awards ceremony, the project architect Real D. Young, AIA, stated the cooperation and support of the project's client, Coachella Valley Housing Coalition, and said of Palm Springs, as essen-
tial to a successful design. "Good archi-
tecture comes when you have a good client. The Coalition's commitment to providing dignified homes for low-
income people is the spirit that infuses the overall design process," explained Mr. Young.

"Our goal was to create settings where people would want to be outside with their neighbors, so we started our design with courtyards. All kitchens and living rooms have existences looking shared play areas in the court-
yards. This allows parents to see their children’s activities, in what our kids call "the little boys’ children," Mr. Young said. "In our view, the shared outdoor ‘room’ is a vital component of community.”

The city of Temecula’s Old Town Specific Plan received an Award of Distinction for both the “visionary exercise” that has shaped a specific po-
cus consensus on the programmatic future of this historic district, and for demonstrating how the intermediary changes co-
curred with a comprehensive preserva-
tion program can provide significant economic benefit.

An Award of Honor was presented to Sigrid Miller Pollin, AIA, for her design at the new home building site of the Liv-
ing Building located across the pedes-
trian mall from Riverside’s Mission Inn. The jury for the building's "recycling" for contributing to the vitality of one of the region’s most important downtown rejuvenation efforts.

The Grand Terrace Child Care Cen-
ter, developed by the city, received an Award of Honor, for introducing into a rehabilitated community center a facility that will at a cost creating a modest but much needed central focus for the neighborhood.

The Keppi Companies, located in Moreno Valley, also garnered an Award of Honor for their master plan of Jess Ranch, a 1,400-acres seniors self-
contained community under construc-
tion in Rancho Cucamonga, Victorville, Apple Valley triangle.

Eighteen of the entries from the 24 programs and administrative activities of the region.

William, a former six-member chair of the Florida House of Representa-
tives and alumni of the University of Miami, has already broken into key comp-
itive positions in county and state gov-
ernment, serving in the positions of public safety director and county adminis-
istrator. In addition to his pub-
lic service, William has owned and operated successful mortgage, real estate, and renaissance businesses.

He has been the director of govern-
ment affairs for the California Building Industry Association/Baldy View Region for the past two years.

Continued From Page 1
SB-939 stated that cities must
reduce their flow of waste by 25% or face fines of up to $10,000 per week. "Our cities and counties are just 18 months away from the first of two waste diversion deadlines, and this is no time to limit the alternatives available to them in fulfilling their planning requirements, said John Kelly, AIA, a counselor for the California Association of Cities. In order to remove the threat of lost revenue, the senate has added a clause guaranteeing the rights of an individual or business to "donate or sell any recyclable materi-
als" in the proposal or proposed a law in place of SB-939, which has passed the full Senate and is now in the House. In addition, PAMCO 
selected by a $300,000 contract for a multi-
unit apartment building.

"All that basically does is say ‘you can’t sell it’ but unless you want to buy the trucks and loading it to deliver the recy-
cler, you can’t move it.”

"That basically does is say ‘you can’t sell it’ but unless you want to buy the trucks and loading it to deliver the recy-
cler, you can’t move it.”

Current SB-450 is being reviewed by committee and is expec-
ted to move to the assembly for a vote by the end of this month.

Inland Empire Design Institute Honors Riverside County Projects

Xmas Trees is Another Man’s Treasure: The Fight Continues Over SB-450

A t the Chief Auto Center, a retail car center located at 855 S.
Fountain Boulevard, Rialto was recently sold for $970,000 to Mr.
Mort, Seller and Buyer were represented by Charles Stallincon of Miltich’s Great O.fice.

Rancho Reports Strong Leasing Activity at Tri-City Corporate Centre

A ccording to Steve Palmer, president and CEO of the Rancho Funds, "our fund had a strong quarter. The company has closed $30
million in equity capital, over $20 million in new leases, and over $15 million in pre-leasing agreements. The results have been very encourag-
ing." In the quarter, Rancho Funds closed on two new lease agreements totaling over 41,000 square feet. The first is a 16,000 square foot lease at the Tri-City Corporate Centre in Temecula, California. The second is a 25,000 square foot lease at the Tri-City Corporate Centre in Riverside, California.

The lease agreements were signed with DataMed, a California based computer company, and MCGI, a national printing company.

"There are many things which of full meaning cannot be reali-
ced until personal experience has brought it home." —John Stuart Mill
While Housing Starts Are Shining on State, Inland Empire
Still in the Shadows

New Housing Units in Building Permits Issued
Riverside/San Bernardino—3rd Quarter and 3rd Quarter
Not seasonally adjusted—Data courtesy of Construction Industry Research Board

The report indicates that the slight fluctuations during the past few months can partially be attributed to the "effects of political lobbying."
To add insult to injury, another report released by TW REDI Data Services indicates that although housing demand nudged up by 3% throughout Southern California, the Inland Empire did not reap the same kind of luck.
San Bernardino County experienced a 10.7% drop in home sales and Riverside, while faring better, still felt a minimal 1.9% decrease.
Home prices in the two counties region also fell by a combined 20% from the first quarter of 1992, while nationwide construction permits are up by 3.7% from the first half of last year.

While the rest of the state is seeing marginal increases in housing starts, new home construction in the Inland Empire has slipped drastically since

San Bernardino officials are apparently writing off their failed attempt to build 68 new homes along a one-mile blighted stretch of downtown property.

Revised estimates put the cost to taxpayers as high as half a million dollars.

San Bernardino officials are apparently writing off their failed attempt to build 68 new homes along a one-mile blighted stretch of downtown property.

Revised estimates put the cost to taxpayers as high as half a million dollars.

Problems began developing with the project when it was originally approved in September of 1991.

The first problem that arose for the city was one of politics.

"I didn't support the decision when it was made," said Ralph Hernandez, councilman for the Third Ward. "The developer's experience was one of the reasons I felt I had to abstain.

It was this apparent lack of experience by the developer, Empire Bay, according to city officials, that caused the ultimate demise of the project.

The first problem that arose for the city and Empire Bay in 1991 was when several of the money partners in the venture decided that they weren't willing to personally guarantee the $6.4 million loan needed for acquisition and construction.

This prompted the prospective lender, Wells Fargo Bank, in question the prudence of the loan. "We want to work with developers that are experienced as this kind of development, and if that were to be the case here, we would certainly be interested in continuing," said Kathleen Shiltker, a Wells Fargo spokesperson in an April 26 interview with the San Bernardino Sun.

The next problem, according to Hernandez, arose when the Empire Bay Development failed to list a number of costs in the original project proposal, costs which would have amounted to a significant overrun.

"These costs would have taken the total project well over the $6.4 million originally identified by the developer and Hernandez. The reason for the oversight, according to Hernandez, could be directly attributed to Empire Bay's inexperience in development projects of this kind.

"It's not so much a matter of negligence as it seems like a lack of experience and some degree of naivete about how development costs come in," said Hernandez.

As the problems mounted, it became clear the city that it would be facing a fairly significant liability if it didn't receive the level of review and due diligence that it should.

"As the problems mounted, it became clear the city that it would be facing a fairly significant liability if it didn't receive the level of review and due diligence that it should," said Hernandez.

According to Hernandez, "that's a very important point. "As a director of the agency (development), I think we do what we can to make projects look as well as they can."

"I would have to say that this is a project that did not receive the level of review because it was politically, it was politically driven."

This political motivation is at the heart of the scandal, and allegations have surfaced that former San Bernardino Mayor Bob Holcomb's ties with Empire Bay partner John Husting may have been a mitigating factor in the city's decision to go with the developer.

Holcomb has gone on record denying any involvement with the selection of the developer saying, "I purposely made every effort to stay out of it because John and I are good friends. He explained the project to me but I said I couldn't get involved and I would not discuss it.

Henderson concurs with the former mayor and says "that while political motivation may have played a part in selecting Empire Bay, it was not Holcomb who was applying the pressure.

The city is currently exploring a number of options to regain some of its losses, including legal avenues. San Bernardino still owns two of the parcels of property in the development area and officials state that these may be used to develop the area in the future, if a new developer can be found.

After repeated attempts, neither Empire Bay Development or John Husting could be reached for comments on this article.

Champion Publications Names New General Manager

B everly Hills-based Champion Publications has named a new general manager to Champion Publications, which runs four newspapers in the area.

Wood will be assisting Allen McCombs, publisher and editor of the paper.

Wood comes to Champion Publications from North ern California where he served as general manager of Tri-County Newspapers in Willows.

"Mr. Wood will help Champion Publications meet the needs of its expanding market. His advertising and marketing expertise will be invaluable in allowing us to retain our independence and in building the fast-growing champion competition being attracted to this area," said McCombs.

Ad deadline for August issue is July 20th
**Courtyard Leasing Activity in Full Swing**

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**THE COFFEE STATION and the BEANERY**

Douglas Bobbitt, Monte Koch and John Mulder are co-owners of this great new coffee house scheduled to open in July 15 in Palm Springs. Described has being taken on to manage this growth in coffee demand and the need for the most unique coffee house experience available in the desert. To begin with, the name and the decor have been inspired by the railroad stations of the '20s. There is an overhead suspended railway system, and the walls are covered with railroad art and memorabilia.

America is experiencing a coffee boom and with the old railway systems that thrived in the '20s and the specialty coffee mania surging all over the country. Put the combination together and you have The Coffee Station and the Beanery. Located at 707 Tahquitz Canyon Way, it is adjacent to The Courtyard Theatre, Palm Springs' largest and most beautiful movie picture house. The Courtyard Theatre houses 10 screens and averages more than 30,000 patrons per month. As customers wait in line to purchase tickets, enter or leave the theater, they can't be missed being attracted to The Coffee Station and the Beanery.

The combination of visual appeal and fragrances are a temptation that can not be denied. The menu includes light snacks and numerous drinks, with a wide variety of coffee flavors and brews. It also includes specialty teas, creamers, and the latest in exotic coffee beverages that can be flavored with your favorite fruit or coffee flavor. The Coffee Station and the Beanery is a must stop attraction in the downtown Palm Springs area.

**Travel Age West Trade Show Comes to Palm Springs**

Palm Springs tourism, the Palm Springs Desert Resorts and Convention Bureau and the Convention Center are working together on the annual Travel Age West Trade Show coming to Palm Springs in the fall. More than 800 travel agents are set to attend the annual Travel Age West Trade Show here in October.

**State of the Valley: A Metropolis-to-be in the Desert**

Keynote speaker Lee Grissom, Gov. Pete Wilson's senior advisor for economic development, has addressed the problem which are driving more businesses out of California. "There are 78 boards that do nothing but get in the way," he asserted. "We're working with people in Sacramento who act as if they're navigating glacial—" we need change and we need it now," he said. "Beyond tourism, the mainstay of the region until now, with more than 90% of the 3.5 million 1992 visitors to the area seeking recreation—the region has grown and no longer can afford to consider itself only a seasonal tourism area, a consensus of the speakers, in 1991, the Coachella Valley Enterprise Zone (CVEZ) was established and is aggressively recruiting businesses into the area. Especially targeted are those firms in the Los Angeles and Orange County areas which are leaving the state for more business-friendly climates. The CVEZ offers businesses such incentives as a hiring tax credit, sales and use tax credits, 100% net operating loss carry forward, a specific business expense deduction, fast-track permitting, three-year business license for reductions and an inventory of CVEZ property listings available for review.

John Sanborn, president of Sanborn/Webb, Inc., of Palm Springs has announced the appointment of Jim McClivage as manager of the company's new engineering office in Beaumont. McClivage, a veteran of 38 years with Sanborn/Webb, Inc., is vice president of field operations for the firm, and has more than 26 years experience in the surveying and engineering field.

**Palm Springs Desert Prudential Office Posts $95 Million in Listings**

The Prudential California Realty office on Fred Waring Drive in Palm Desert listed more than 260 properties with an estimated market value in excess of $95 million.

In addition, this office participated in sales totaling approximately $65 million for that same time period.

**Palm Springs**
Kenneth Leventhal Economist Predicts Housing, Job Boom for Inland Empire

Continued From Page 3

This increase in construction should transmute into an increase in jobs as new communities creep up throughout the state, says Hahn. The housing and jobs will act in sort of a cyclical economic recovery with Hahn predicting that the Inland Empire could see marked decreases in its unemployment.

"The Inland Empire will have lost only about 25,000 jobs to the recession compared to 80,000 in Orange County and 450,000 in LA County," Hahn said. "The Inland Empire lost fewer jobs primarily due to its lower proportion of jobs related to the defense and aerospace industries and the financial sector.

"All of the factors that caused rapid job growth in the 1980s are still in place and we could see up to 50,000 new jobs added yearly by the mid-1990s."
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Inland Empire Business Chronicle

NEW BUSINESS LISTINGS

Continued From Page 2

Southern Calif. Mortgage Co., 4260 Tequesquite Ave., Riverside 92501-4016, George Arroz
Thor Construction Services, 3122 Mercena Bldg., Menne 92530-2051, Dean Tharaldson
Threshold Technologies, 2161 E. Avon Ave., Ontario 91764-7776, Douglas Jacobson

Tinzel Construction, 6249 Ynez Rd., #C, Temecula 92591, Steven Tindel

Tony Communication Service, 421 Wellesley Dr., #201, Corona 92879-1731, Tadahiko Taniguchi
Trauma Center Service Program, 23921 Lakeshore Drive, Cresteo 92325, Ollie Baylos

Triyel Marketing Systems Co., 10757 Lemon Ave., Alta Loma 91737, David Dewitt

Tri Valley Construction, 22186 Standing Rock Ave., Apple Valley 92501-4016, Timothy Williams

Tyson Construction, 2174 Bluejay Ln., Corona 91719, Dennis Tyson

U S B Printing Group, 4240 Railroad St., Corona 92820-8418, United Calif. Business & Estate Plan, 3041 Lantau Dr., Ste. 120, Riverside 92507-5613, M M C West Insurance Serv.

Utility Constructors, 19345 Indian Rd., Corona 91719, Dennis Tyson

Vigilance Communications, 5189 Aspen Dr., Montclair 91763, John Jesus

Vista Point Realty, 17755 Vista Point, Victorville 92392, Lorna Maloney

Wages Arts Professional Permane, 300 7th St., Upland 91786, Diane Escalante

West Production Services, 2500 N. Brand Ln., San Bernardino 92407-4046, Larry Whittaker

Wholesale Mortgage Brokers of S/Cal, 869 E. Foott Hill Blvd., Upland 91786, Bill Campbell

Winham Photography, 43130 Polly Butte Rd., Hemet 92543, Grace Winham

White Print (4651) Hill Blvd., #1, Montclair 91763-4730, Sterling Bryson

Worldwide Travel System, 2045 California St., #107, Corona 91719, Marlin Sehp

Yucca Valley Building Maint., 7762 Shawne Trl., Yucca Valley 92284, Edward Kennedy

Yucca Valley Building Maint., 7762 Shawne Trl., Yucca Valley 92284, Jerry Day

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