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After Health Reform Died — Where Are We Heading?

by James Taylor

Funny thing happened on the way to health care reform at the national level. It was generally believed that major dissatisfaction in our health care system existed and a major overhaul was needed. There was also a belief that managed care system was needed to help solve the ills of the healthcare system in the United States. The dramatic growth in HMOs to over 40 million members in 1993, the easy access to health care of their members, the slowing down of premium increases in managed care, the growing number of uninsured and undervaccinated (the number of uninsured most often quoted was 37 million), the unfairness of the system which made the most vulnerable unvaccinated, and the inability of people to carry out coverage from one job to another.

What a simple task then for the Administration to develop a National Plan by bringing together experts to help come up with solutions to address all of the concerns previously mentioned. Well, what resulted in the long development process was that the opposing forces had ample time to gear up in an opposition strategy which included the famous insurance ads and letter writing campaign to Congress, to begin to play on the fears of those who had coverage that the government was going to develop a plan that would adversely affect their coverage, and to begin to point HMOs as the villain rather than as part of the solution. The campaign used emotional anecdotes of individuals not getting appropriate medical care.

As the debate continued in Congress, legislators began to present their own plans containing numerous amendments such as any willing provider clauses to promote free choice for citizens, which began to undercut the advantages of managed care. Politics became the prime factor, with the original purpose of solving the perceived or real weaknesses in the present system being lost in the rancorous debate. People who, at the beginning (including myself), were in strong support of the need for reforms became disenchanted and apprehensive of provisions contained in proposed legislation. At the same time, the state legislatures stood in the wings, waiting to pass reforms, but unwilling to act until the reform debate played out. In the end it did die for the reasons listed above, but please see page 99.

WCOE Focuses on Change Rather Than Barriers

by Cathy Fayan

When most people think of the construction industry, they think of male laborers, contractors, CEOs. Because of the fact that construction is traditionally a male-dominated field, most of us do not picture women making deals, submitting bids for projects, or heading major construction or contracting companies.

The traditional idea is not keeping pace with reality, however. Not only are we moving into the construction field, they are doing it with lightning speed—a study of women executives and owners in an Industry Workforce Foundation shows that, by the year 2000, approximately 66 percent of all new entrants into the workforce will be female and minorities. And according to Shirley Blase, executive director of Women Construction Owners and Executives, “women-owned companies are the fastest growing segment of business, in an effort to work with companies in setting new standards and goals for hiring and promoting females in the workplace.”

Inland Empire Lawmakers Want Answers from U.S. EPA

A bipartisan group of 14 Congress members from California has demanded that the EPA drop any notion of imposing a controversial federal anti-smog strategy on the state.

The EPA released a “Federal Implementation Plan,” early last year. The Plan lists proposed smog-reduction rules on everything from airports to dairy farms. The plan has been widely attacked by industry, which charges that, if enforced, it would permanently cripple the economy in the three regions it covers.

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Inland Valley Legislators Want Answers from U.S. EPA
This Month in the Inland Empire Business Journal

Health Reform
Where are we heading, after health reform died?

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5 Ways of taking control of your company’s cash.

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11 Leadership skills can be learned in an academic process.

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About the Cover
Welcome to 1995! In this issue we will review the past year and the impact that the recovering economy had in selected Inland Empire cities as well as Riverside and San Bernardino Counties. We will also present the continuing political saga in Sacramento, and discuss the differences between Orange County’s $90,852 and Riverside and San Bernardino’s $32,362. Our cover month introduces the fifth Annual Inland Empire Economic Forecast Conference at the Riverside Convention Center, which is sponsored by the Inland Empire Business Journal, in partnership with several sponsoring businesses. The new approach will look to analyze our past, and the board will need to create aggressive measures against new budgetary cycles of the late 1980’s.

Air Resources Board Gains New Chairman
G overnor Pete Wilson appointed John D. Dunlap of Rancho Cucamonga to the position of chairmanship of the Resources Agency Board recently, making Dunlap the third chairman of that agency in just two years.

Dunlap is replacing Jacqueline Schaefer, who was denied the position by the state Senate, after her predecessor, Jananne Sharpless was ousted by Wilson in 1993 when the task force for Pottery Barn protected stricter diesel fuel regulations.

The state Senate, which must approve the appointment before it is deemed legal, reconvened on Jan. 4. However, Dunlap was scheduled to begin working in late December, immediately upon being appointed, with a salary of $90,852.

Wilson cited Dunlap’s experience as an executive with the South Coast Air Quality Management District, as well as deputy director for the state’s toxic control programs as factors that make Dunlap an ideal candidate for the position.

Dunlap’s entrance into the agency comes at a challenging time, when pressure is being applied by the Clinton administration to take aggressive measures against smog, as well as by the industry to loosen regulations.

The agency is being required to implement emissions cuts to clean up California’s air.

In addition, U.S. Environmental Protection Agency is currently urging the state of California to completely revamp the smog check program, and is proposing a stringent 15-year emissions control plan. Governor Wilson has chosen to make changes to the existing smog check program rather than start over, and the board will need to create even more rigorous controls to chip away at the emissions control program.

Dunlap commented that, while growing up in Ontario, he lived with smog and the restrictions it places on people.

A graduate of the University of Southern California D.C., Dunlap has lived in Chicago, Franklin Mills in Philadelphia, and Kawkawlin Mills in Fort Lauderdale.

The project has been in the negotiation stages for nearly seven years, and will be 3,000 square feet larger than the Montecito Plaza (for a total of 1.95 million square feet), covering 200 acres. The actual structure will be 138 acres large.

More importantly, the new mall is expected to be a financial boon for the city, generating approximately $9 million per year in sales tax revenue, approximately $5 million of which will go to San Bernardino County. This leaves $3 to $4 million a year for the city of Ontario.

With a current budget deficit of nearly $3 million, this mall could be the answer to Ontario’s financial woes, putting the city back in the black in a single year.

Additionally, $45 million in sales tax receipts is expected for the state of California.

According to the contract, funds for the project totaling $20 million are to come from property sales. The balance will be supplied by a construction loan from Canadian Imperial Bank of Commerce, adjacent land sales and rent from tenants of the center.

Spokesman for Mills says that there has been a favorable response by major chain stores and smaller specialty shops, showing that no problems are anticipated with filling the vacancies once the mall is ready.

Over 80 percent of the 200 primary specialty shops have been tentatively filled, as have six slots for anchor stores, with leases or agreements signed.

Construction of the Ontario Mills is set to begin in spring of 1995, and completion is slated for mid- to late 1996.

Planned Shopping Center
New Goods to Ontario, County, State

The Mills Corp. has signed an agreement with Ontario city officials to build a new multi-million dollar shopping center to be located near the junction of Interstate 10 and 15.

Approximately $184 million, the mall, to be called the Ontario Mills, will feature such well-known retail stores as Marshall’s, Burlington Coat Factory and Fifth Avenue. This will be the fifth Mills shopping center in the United States, the other four being located in New Jersey, Ohio, D.C., Gurnee Mills in Chicago, Franklin Mills in Philadelphia, and Kawkawlin Mills in Fort Lauderdale.

Taking Control of Your Company’s Cash
By Donald N. Ecker

In recent years, more and more attention has been focused on an often overlooked capital-raising technique — doing a better job of managing your company’s cash.

As obvious as the concept may seem, it is often neglected because managers underestimate how valuable it can be. They tell themselves that the company has been getting along quite well with a rather casual attitude toward management, and that it would be too difficult to improve tight controls. This is a mistake, since it is often realized substantial savings, the benefits for small- and mid-sized companies can be probably too insignificant to bother with. The facts suggest just the opposite.

Sound cash management strategies may be even more important for a growth company in its early stages than for the large, mature company. In a new, emerging company, coming up with ideas and energy though it may be, is not particularly important to the long-term health of the business, profitability is not the primary determinant of company liquidity.

The key ingredient in managing business liquidity is the cash flow cycle.

Simply stated, the cash flow cycle is: (1) the investment of cash in raw materials and product, (2) the sale of the product, and (3) the receipt of cash payment for the sale.

Because of the order of events, companies must have a limited working capital to operate. This means that sound cash management practices will earn you the respect of banks, suppliers, and customers that will pay off in countless ways. While various bank services can be used in managing a company’s cash, the greatest opportunities for improvement are typically internal. Common-sense procedures such as controlling the level of raw materials and inventory, dispatching bills on a timely basis, and paying bills no earlier than necessary, can significantly improve both liquidity and profitability.

The Cash Flow Cycle
Most business managers are familiar with the revenue and cost cycles of their businesses. This information is typically presented in the income statement, which describes the economic performance/profitability of the business during the reporting period.

While important, the long-term health of the business, profitability is not the primary determinant of company liquidity.

The key ingredient in managing business liquidity is the cash flow cycle.

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Orange County’s financial crisis is a bitter lesson about placing too much trust in one man’s judgment simply because his record is good. The Orange County Board of Supervisors, who have been accused of complacency and laxity in their supervision of county investments, now taxpayers and employees must pay the price. In reviewing the investment procedures of Riverside and San Bernardino’s Treasurers, we are relieved to learn that both have secure systems of internal checks and balances. Riverside County has reacted to Orange County’s troubles by adding a citizen’s committee to review their investments in addition to internal reviewers. Citizens of San Bernardino must welcome one for their county too.

Coachella Valley residents will be the lucky beneficiaries of the next Cal State University campus all goes as planned. The CSU Board of Trustees has accepted the donation of 40 acres of city-owned land from Palm Desert for a permanent CSU center. Palm Desert has also designated 160 acres of surrounding property for a future site for expansion of the CSU campus, the first in Riverside County. The current CSU campus is situated in ten buildings leased on property at College of the Desert. Their 525 students are juniors and seniors who have transferred from College of the Desert and other two-year community colleges. Peter Stagg, Dean of the CSU campus, said he hopes a permanent center can be established on the 40 acres by the end of the decade. He is projecting enrollment of 1,800 students by 2000. The land-raising drive has begun, under the volunteers leadership of Richard Oliphant, to raise $15 to $20 million to build the permanent center near the intersection of Frank Sinatra Drive and Cook Street, south of Interstate 10. The university will offer junior, senior, and graduate-level classes on the quarter system.

Don’t forget to register for the Fifth Annual Inland Empire Economic Forecast Conference to be held Feb. 17th at the Riverside Convention Center. As always, the conference’s outstanding speakers will offer presentations you won’t want to miss.

Common Sense Lost Out to Greed in Orange County

by Kathleen Brown

The bankruptcy of Orange County is a lesson for us all. The citizens who have invested in their county too.

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I.E.B.J. Close-Up: Alan Chao

A closer look...

When Alice Chao came to the United States from Taiwan, China, in 1968, she never imagined that within 25 years she would have a pharmaceutical business in America worth more than $500 million. Now she is considering a new venture: a pharmaceutical business in America.

Editor: Brown

Family: Wife, Lee; son, Michael; father, John Chao

Education: Degrees—B.S., Pharmacy—Taipei Medical College; M.S., Pharmacometrics, West Virginia Univ.; Ph.D., Industrial and Physical Pharmacy from Purdue University.

Hobbies: Music, tennis, skiing

Affiliations: Generic Pharmaceutical Industry Association (GPIA)

IEBJ: Where did the name Watson Pharmaceuticals originate?

Chao: To honor my mother, I took her name, Hwa, added “son” to it, and Americanized it slightly.

IEBJ: Why did you need so much money to start the business?

Chao: To get a new drug through the approval process with the Food & Drug Administration and the major competitors.

IEBJ: I understand that in 1993, Watson Pharmaceuticals grossed $67.6 million and netted $12.2 million making generic drugs. What would you say is the key to your incredible success?

Chao: We avoid the middlemen and focus on developing alternative drug delivery systems, such as transdermal (skin applications) or transmucous (through the mouth or other orifices). The convenience of these applications, which a patient can administer to himself, or in the case of children, which is usually given by trained personnel, can expand the market for our drugs by as much as 25 times, we think.

IEBJ: What are your near-term future goals?

Chao: We are currently developing a new product in the field of F.D.A. approval. We also recently bought a patent on an injection-molding technology that will enable us to make our products in distinct shapes. In addition, we are working on a hormone replacement therapy for women that can be absorbed through the skin. We are in the process of expanding our manufacturing capacity, and, of course, we are always looking for more products.

IEBJ: What are your long-term goals?

Chao: We would like to continue to expand our generic pharmaceutical business by 25% per year. In addition, we would like to have our first proprietary drug by 1997 or 1998.
ANSWERS FOR THE INLAND EMPIRE

What safeguards are in place to ensure that Riverside and San Bernardino Counties do not end up in Orange County's predicament?

Tom O'Donnell
San Bernardino County Treasurer-Tax Collector

San Bernardino County's safeguards are many. Currently, we have an investment policy that is reviewed by the board of supervisors and the auditor-controller. In fact, long before it was legislatively required, San Bernardino County instituted an investment policy that was developed by an independent CPA firm in coordination with the elected county auditor-controller and the elected treasurer-tax collector. That policy has been in place for many years, and it is strictly adhered to by our investment officer under my daily direction.

Wayne Watts
Riverside County Treasurer-Tax Collector

Riverside County and Orange County have jointly opposed investment philosophies. Throughout my 12 years as the elected Treasurer/Tax Collector for Riverside County I have maintained a very conservative investment policy.

Anthony Bellanca, our auditor-controller, audits our portfolio quarterly. I have a quarterly meeting with Jerry Ker, the Superintendent of Schools. There is also an outside CPA audit by one of the nation's "big 8" CPA firms. In addition, each investment purchase ticket is reviewed daily by the county treasurer and a copy of the document is filed with the auditor-controller. Furthermore, monthly reports are given to the Board of Supervisors on all portfolio transactions that occurred during the month. The Grand Jury also has, for the past several years made review of the county's investment portfolio. Just recently, in response to the Orange County's bankruptcy, we have established a Citizen's Committee to keep check on our portfolio.

You can check my track record from the beginning, way before Orange County's bankruptcy. Of Riverside County's three investment goals, safety is #1, liquidity is #2, and concern for yield is #3. This office has received a commendation from a recent Grand Jury because the county treasurer has not lost any money on its investment principal during my 12 years as Treasurer.

Over the years I've been challenged a few times about Orange County's higher yields on investments, but in the long run I have maintained a conservative policy and practice. Therefore, we do not have revenue repos in our portfolio, which was one of the main causes of Orange County's losses.

We also have a system of internal checks and balances.

The San Bernardino County Museum

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Pre-Paid Legal Services, Inc.  
An Idea Whose Time Has Come

Pre-Paid Legal Services, Inc., for instance, was founded in 1971 by Stonecipher. The company was created by the need to provide legal services at a price that was easy to use and which took the burden of finding attorneys off the clients’ backs. The company’s mission was to provide a comprehensive legal family plan that would cover all legal costs, including attorney consultation, preparation, and other legal services.

The plans are designed to help middle-income Americans get quality legal assistance without having to pay out of pocket. The company’s plans are designed to help individuals who have a difficult time finding an attorney and understand their needs and are willing to work with them on even minor legal matters. The company’s plans were created to help those who were not familiar enough with the process for the method to be efficient. Many had never had (or thought they had) the experience to do so.

Pre-Paid Legal Services is only the publicly held company of its kind listed on the American Stock Exchange. The company provides its services through convenient access plans, which are available for a per capita basis. Access plans are more convenient for members because they save time and money. The company’s plans are designed to help middle-income Americans get quality legal assistance without having to pay out of pocket.

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The plans provide comprehensive legal family plans that consist of five areas of benefits which provide coverage for a broad range of preventive and litigation-related legal expenses. In addition to the family plan, the company markets its legal services through convenient access plans, which are available for a per capita basis. Access plans are more convenient for members because they save time and money. The company’s plans are designed to help middle-income Americans get quality legal assistance without having to pay out of pocket.

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Inland Empire.

Today, the company’s popular comprehensive legal family plan consists of five areas of benefits which provide coverage for a broad range of preventive and litigation-related legal expenses. In addition to the family plan, the company markets its legal services through convenient access plans, which are available for a per capita basis. Access plans are more convenient for members because they save time and money. The company’s plans are designed to help middle-income Americans get quality legal assistance without having to pay out of pocket.

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The Dynamic Estoge Bogeyman

by Bruce Bartlett

Much of the media have echoed Office of Management and Budget Director Alice Rivlin in her concern that the impending Republican takeover of Congress will珊瑚it the Congressional Budget Office (CBO) and the Joint Committee on Taxation (JCT). In particular, they are concerned that Republicans will force across the so-called "dynamic" estimating methodologies onto these institutions. As a result, they fear, will lead to larger budget deficits. This, they fear, will lead to larger federal budget deficits.

So some are using the 1980s as an example. NBC's Tom Brokaw, on the Nov. 9 nightly News, said in an interview with Senator Elect Bill Frist, the Tennessee Republican, that the "last gasp of tax cuts happened in the 1980s, with all due respect, we ran up the deficit and also the federal debt to millions of dollars."

And U.S. News & World Report's Sara Collins, in the Nov. 28 issue, declared that "the GOP's tax cut plans could boost the federal deficit by $30 billion to $40 billion above current projections..."

Obviously, it would be foolish for anyone to say that all tax cuts increase the deficit. The Reagan administration always indicated that its tax cuts would reduce federal revenue every year, because the tax base would have been collected. In fact, the CBO's 1981 revenue estimates were almost identical to Reagan's. But it is equally foolish to blind oneself to the fact that tax cuts can increase revenue and, conversely, some tax increases reduce revenue. Sometimes a tax cut can expand the tax base, by increasing economic growth, that the same or higher revenue can be collected at a lower rate. For the businessman knows this to be true. Everyday they make calculations about the impact on their sales and profits of changes in the prices they charge for their goods and services. And if they often conclude that a price cut will do more to increase profits than a price increase. All the advocates of dynamic revenue estimates are saying is that public policy should not blind itself to this self-evident fact. The debate thus is not really about "dynamic versus static" revenue estimates, but about good versus bad revenue estimates. It is clearly the case that much can be done to improve the quality of revenue forecasts made by the Treasury and the JCT. All one needs to do is go back to the Treasury and compare the official revenue forecasts of recent years for various tax changes with the actual revenue collections to see that improvement is needed.

For example, the JCT forecast an increase in corporate income taxes of $25.2 billion by 1991 from the Tax Reform Act of 1986. Adding this figure to the CBO's August 1986 forecast of total corporate income taxes, based on pre-tax reform law, implies that the Treasury should have collected about $14 billion in corporate income taxes in 1991. In fact, the Treasury collected about $9 billion. The JCT also forecast that the reduction in the top individual income tax rate from 50 percent to 28 percent would reduce federal revenue substantially. However, a study of tax return data by Harvard's Martin Feldstein found that the rate reduction virtually paid for itself by inducing individuals to increase their taxable income. Result: the tax base expanded by an amount almost equal to the rate reduction. These errors suggest that something is wrong with the static revenue models that tax cuts will increase, rather than reduce, government revenue. Sometimes a tax cut can so expand the tax base, by increasing economic growth, that the same or higher revenue can be collected at a lower rate.

The Dynamic Estoge Bogeyman

by Cathy Fegan

In what appeared to be a sudden decision, Rancon Financial Corporation has announced in November that the company would transfer management of its public partnerships and the majority of its private partnerships to Glenborough Corporation of New Orleans.

According to Rancon Chairman Daniel L. Stephenson, the company entered into an agreement to contract with Glenborough "to assume the obligation to provide various administrative services" such as "responsibility for the day-to-day financial operations, [and] property management and investor services" for Rancon's partnerships.

What's more, Rancon surprised its employees with the news that half of the staff of 140 would receive their pink slips some time in the coming months. Most of Rancon's activities are being absorbed by Glenborough's existing staff.

Shortly before the Glenborough deal was announced, Rancon was putting together an advertising project to commemorate the 25th anniversary of the company and its progress. It appeared that no company was farther from the major changes that were revealed so suddenly.

These announcements may have shocked the public and Rancon's employees, but Rancon President and CEO Robert H. S. Kirkpatrick revealed that the company had been looking at the possibility of such a transfer for nearly two and a half years.

According to Judy Henrich, Rancon's senior vice president of public affairs, financial burden is the main contributor to the decision. "We have worked diligently to maintain our position in the marketplace by providing capital resources to maintain the partnership properties. Rancon Financial Corporation and Chairman Dan Stephenson have been absorbing the administrative expenses of some of the partnerships, but we have reached a point where we cannot afford to continue," said Henrich.

The layoffs have now begun, with 30 employees losing their jobs in December and another 30 to 40 expected to meet the same fate between January and April. Approximately 10 out of the first 30 to lose theirs jobs were reported to have found new employment before the layoffs officially began.

According to Bill Cortes, Rancon's communications research manager, who declined to make a statement on his personal situation, he found out about the layoffs when he was told to write a press release detailing the transition in November. "All of a sudden, I was called into a meeting and was told, 'We have a press release for you to write.'" It was...
WCOE Focuses on Change Rather Than Barriers

has had a clear-cut purpose from the very beginning. A mission statement was created, stating the desire of the group to promote, enhance the perception of, and make a positive difference for women in the industry. Also listed in the mission statement are a declaration of the organization's common values: leadership, financial stability, growth and responsibility; commitment; professional and personal growth; and impact and making a difference.

"The women in WCOE started out as members of other organizations [serving the construction industry] and they have maintained those ties," said Blase, "but those organizations are male-dominated. It is very difficult to get on their decision-making power committees." Also, while each of the individual women was valuable in some way, none filled the single need to further the goals of the female entrepreneurs in construction through marketing, financing, legislation, and national networking.

Being Heard Was a Problem

In fact, it is downright difficult for women to even have their voices heard in the construction field, and the WCOE founders wanted very much to have a hand in all aspects of decision-making, from dollars to projects. For instance, Blase knows of one female member of a male-dominated organization who asked to be repeatedly a part of the legislative committee. She wrote letters and made calls, but to no avail; "[the committee] never even responded to her," said Blase.

Thus, forming an organization of their own, such as WCOE, seemed like the logical way for women to put their under-appreciated business sense to use and pool the talents and experience of women who were in similar positions.

Vineyard National Bank Welcomes New Vice President

S

Steven Sensesbacht, president of Vineyard National Bank, announced that Paul J. Straton has joined the bank as vice president/mananger of the Rancho Cucamonga office.

Mr. Straton comes to Vineyard National Bank from a local independent bank where he worked for six years. Previously to that, he worked locally for one of the major banks for five years. He has an extensive background in commercial lending as well as consumer products and services with a strong emphasis on quality customer service. He also brings to Vineyard National Bank an extensive background in training. He is certified in both the lending area and customer service recognition area. He has been in the lending area since 1983.

Mr. Straton graduated from the University of San Francisco with a bachelor of science degree in 1983. He is a former member of the Upland Rotary Club, as well as past member of the Upland Chamber of Commerce. He is also a past member of the Upland Chamber of Commerce. He is also a past member of the Upland Chamber of Commerce.

Mr. Straton resides in the city of Rancho Cucamonga.

focuses on change rather than barriers

Don't Focus on the Negative Aspects

Members of WCOE don't want people to focus so much on the "negatives" of women in the industry, though. "The problems definitely exist and our members have a right to voice them," said Blase, "but we prefer to focus on helping to change people's attitudes and shaming that women can be as productive, if not more so, than our male counterparts, if not more so, since we often have to prove to them and our companies' abilities." Campbell agrees wholeheartedly with this. "We need to start breaking—break barriers, make it all a win-win situation. As for contractors and purchasing agents, they need us, they need the need to work together."

Growing and Progressing

Today, WCOE has 12 state offices. Please See Page 55

Software Review

In the early days of computing, say five years ago, everyone was on the quite the quest for the perfect Office Suite. Now, there's a new generation of software applications that will fit the bill for most of the things that ever happened to a secretary. Yes, its blank blue screen was intimidating at first look, but after memorizing all those function keys (P-Bold, F-Bold, etc), it turns out that learning how to edit in Reveal Codes, it became a faithful friend and a time-saver since then.

Even now, when Windows has dominated the IBM clone market, many offices are reluctant to give up WordPerfect 5.1 and move into a graphically enhanced environment. Who could blame them when WordPerfect's attempt at a Windows version was nothing short of a disaster. WordPerfect 6.0a changed the look and feel of WordPerfect, but froze up so often it turned many WordPerfect fans into die-hard users. It didn't take WordPerfect long to realize their failure and they quietly offered free upgrades to 6.0a.

In 6.0a, many of the kinks were gone, but not all of them. Those who stayed with it did so because they had already trained their staff on it and didn't want to invest more money into their word processors. But there were many who upgraded to WordPerfect fans became disgruntled with their old friend and moved over to Microsoft Word.

But like so many other areas of our lives, once we love it, it is hard to turn our back on an old mold," said Blase. "And like anyone, if given enough time and enough chances, that old friend will turn around and prove itself worthy once again. WordPerfect 6.1 did just that, but that, of course, isn't too hard to turn up the heat and make the leap as the number one word processor on the market.

WordPerfect was bought out by Novell, the network giant, and cleaned it up—6.1 is streamlined and fast.

Perfect Office 3.0

Novell has bought more than just WordPerfect. They have purchased Quattro Pro from Borland and are now packaging their own suite of office tools, which include: WordPerfect (word processor), Quattro Pro (spreadsheet application), Presentation (presentation graphics), InfoCentral (personal information manager), Envoy (workgroup publishing), and GroupWise client (e-mail, calendaring, and scheduling). A professional version that includes Paradox is also available.

The programs all share common tools, pull-down menus, and key dialog boxes. Once you are comfortable with one, you can easily work with the other. All programs have OLE 2.0 functionality, which means you can have your documents and information quickly from one application to the other.

Quattro Pro, though not as popular as Lotus and Excel, holds its own in spreadsheets. This program has often been ahead of its competition, but due to the saturation of the market by Microsoft Excel, it has not received the recognition it deserved. If you upgrade to WordPerfect 6.1, it is upgradeable for $199.00. WordPerfect 6.1 is upgradeable for $99.00 and was available as of late November 1994.

Perfect Office 3.0 offers the only suite that contains workgroup publishing capabilities. Envoy lets users participate in electronic publishing without a network user. These documents can be electronically viewed and annotated with annotations before being returned to the original.

WordPerfect was bought out by Novell, the network giant, and cleaned it up—6.1 is streamlined and fast.

WordPerfect 6.1 for Windows Has the "Perfect Office" Finally Arrived?

By Carleen Jones

In the early days of computing, say five years ago, everyone was on the quest for the perfect Office Suite. Now, there's a new generation of software applications that will fit the bill for most of the things that ever happened to a secretary. Yes, its blank blue screen was intimidating at first look, but after memorizing all those function keys (P-Bold, F-Bold, etc), it turns out that learning how to edit in Reveal Codes, it became a faithful friend and a time-saver since then.

Even now, when Windows has dominated the IBM clone market, many offices are reluctant to give up WordPerfect 5.1 and move into a graphically enhanced environment. Who could blame them when WordPerfect's attempt at a Windows version was nothing short of a disaster. WordPerfect 6.0a changed the look and feel of WordPerfect, but froze up so often it turned many WordPerfect fans into die-hard users. It didn't take WordPerfect long to realize their failure and they quietly offered free upgrades to 6.0a.

In 6.0a, many of the kinks were gone, but not all of them. Those who stayed with it did so because they had already trained their staff on it and didn't want to invest more money into their word processors. But there were many who upgraded to WordPerfect fans became disgruntled with their old friend and moved over to Microsoft Word.

But like so many other areas of our lives, once we love it, it is hard to turn our back on an old mold," said Blase. "And like anyone, if given enough time and enough chances, that old friend will turn around and prove itself worthy once again. WordPerfect 6.1 did just that, but that, of course, isn't too hard to turn up the heat and make the leap as the number one word processor on the market.

WordPerfect was bought out by Novell, the network giant, and cleaned it up—6.1 is streamlined and fast.
AppleOne Services Provides Benefits for Employers

by Martin K. Walker

Y es, it is now 1995. The parties are over, you've schmoozed to, offended everyone that you wanted to be, and it's time to get back to business. Remember all the goals and directions you talked about last year at this time?

If you have achieved the goals you set forth last year, that's outstanding. But if you are like the rest of us, there are still some underlying, but very important, aspects to our businesses that we need to address.

A major goal for many small- to medium-sized businesses each year is to do a better job of marketing or advertising. And part of achieving any goal is to be realistic and specific. I'd like to offer you five realistic and specific things you can do to take your business in a new direction in 1995:

1. Create or enhance your "in­house" customer database.

How accurate is your information on your own customers? Look for trends and correlations in data. It's much cheaper to sell to existing customers than to new ones.

2. Develop a tracking system for "prospects." Don't send a simple form to fill out when customers call to inquire about your product or service. This can seem like a real pain, but even if you implement it for just a month or two, because of the accuracy of the information, it will be very useful.

Ask how they got your name, if they have done business with you before. Who have they been doing business with? Why would they change? Etc.

3. Expand your relationship with your customers. Customers will not go to a competitor if they don't have a reason, as a rule, people don't like change. Your customers are only price conscious if the value of the product is perceived to be the same.

4. Create an open line of communication with your customers. Direct feedback from your customers can give you invaluable information and insight into future marketing or product decisions. A friendly survey is an easy place to start.

5. Measure results after taking any kind of action. I'm not talking about a casual observation or a "gut" feeling. "Gee, that seemed to work pretty well." Use accurate numbers, keep track of and segment all responses, code your ads. Before you implement any advertising or marketing campaign, know that results, or lack of it, are going to be closely monitored.

All five of these ideas would be quite a challenge to implement all at once. So try to stay realistic, and pick one. Stay focused. There is plenty of material on all five subjects available for further study. During the next few months I'll be covering recent events in the local advertising and marketing community. This will include client acquisition, companies shopping for an agency, or recent success stories (my favorite). If you are in the marketing/ advertising business and have some new acquisitions or hot success stories, call me at STRATUS—phone number is (909) 335-8119. Talk with you next month. ▲

Martin K. Walker is the director of account services at Stratus located in Redlands.

Inland Empire Profile

Name: Shanna Clark
Occupation: City Administrator for the city of San Bernardino

Short Biography: Born and raised in San Bernardino. Is celebrating 25th year working for the city.

Has been the city administrator since 1990. As city administrator, encompasses management of the budget through a change in budgeting process, changing the city's computer system from mainframe to network, increasing level of professionalism among department heads through recruitment process, and developing a Rental Housing Certification program which was recently passed by mayor and council. Has emphasized good customer service. On interview every single applicant for the different positions I need to fill.

As a leader in its industry, AppleOne has created several full-function programs to include budgeting options that accommodate a wide variety of their client companies' needs. As president, Howroyd encourages his employees to live by the AppleOne mission statement, "To find, to keep, and to serve our clients, to fulfill their needs of another." Through AppleOne's various staffing options, they have succeeded in meeting this goal.

"That is what life is all about," said Howroyd. "We are in the business of making sure what different businesses what they need to prosper. ▲

—JANUARY 1995

INLAND EMPIRE BUSINESS JOURNAL • PAGE 77
Managed Care — The Answer to Woes of Health Care

Washington insiders have been quoted as saying health care reform is dead in the water. Is it? Part of the reason cited for its premature death is a healthier economy, but many in Washington are working making health care reform or national health care reform unnecessary. Fortunately, San Bernardino County Clinton Administration did everything it could to make health care reform unnecessary. For the year 1995 is "With a new, Republican-majority Congress, will health care reform stay dead?" Sorry to disappoint you, but that question will not be answered in this collection. However, the answer to the woes of health care lie in "managed care."

Here in the Inland Empire, the largest group of physicians who contract with the HMOs is U.S. FamilyCare. Managed care or health care received through various health management organizations (HMOs) is the most cost-effective health care for both employer and employee. Statistics show HMO premiums to be less expensive for employees by as much as 10 percent over other health insurance plans. This includes preferred provider organizations (PPOs) and the traditional indemnity insurance plans. And HMO premiums are expected to decline in 1995, which will benefit both employers and the 56 million people enrolled in HMOs across the United States. If you don’t have an HMO or your employer doesn’t offer one, both you and your employer spend many too much money for health care. With California struggling economically, its employers can save precious monetary resources by exploring with their insurance brokers the benefits of managed care.

There are many keys to the success the nation’s HMOs are enjoying, but one of the biggest is close scrutiny for education, qualifications, ability to provide invaluable services, and for treating patients with respect.

There are many HMOs as employer and his or her employees can select, but all have one common denominator—each has carefully selected excellent physicians to care for their enrollees. In the Inland Empire and in San Diego, San Jose, Las Vegas, Reno, Phoenix, and Raleigh, North Carolina, it’s the physicians of U.S. FamilyCare. Once you know the HMO your employer offers, make the best step—choose the U.S. FamilyCare physician to care for you and your family. There are over 325 physicians in over 50 locations from which you can choose.

By the way, if you have a PPO plan, U.S. FamilyCare physicians are also listed in your provider directory. U.S. FamilyCare—it’s the plan that makes your health plan work.

A Conversation With Tom O’Donnell
San Bernardino County Treasurer-Tax Collector
by Cathy Fagas

In light of the heightened interest in local county financial status, IREI invited San Bernardino County Treasurer Tom O’Donnell to have the following candid conversation that might allay the concerns of Inland Valley residents.

Q: How long have you been working for San Bernardino County? How long in the treasurer-tax collector capacity?
A: I have been employed by the county for 15 years in the Treasurer-Tax Collector’s office, nine years as the assistant to Joe Bell, the treasurer-tax collector, and six years as the elected treasurer-tax collector. Prior to that employment, I was the city treasurer of Redlands for six years.

Q: Do you see San Bernardino as being in the same predicament as Orange County?
A: No, San Bernardino County is not in the same predicament as Orange County. San Bernardino County’s Investment Portfolio, which I manage, is in a very strong position with major assets secure and stable. We have never used the investment strategies that Orange County employed, and have never experienced any losses in our portfolio.

Q: What have you done differently to avoid this pitfall? What are some of your investment strategies to prevent any mistakes were made by Robert Citron in Orange County’s downfall?
A: We are very different from Orange County, in that we have taken a very conservative approach to portfolio management. I have always believed that my number one responsibility is to preserve the funds deposited by our member departments, those being the school districts, county general fund, special districts, redevelopment agencies and cities. We have taken the approach that our first priority was to preserve capital, second priority was to maintain liquidity, and third priority was to yield. We never put an emphasis on maximizing yield, because as yield increases, so does the risk associated.

Q: What are some of your investment strategies?
A: There are many strategies, but to name a few, and the American city most involved in real estate investment strategies? What are some of your investment strategies?
A: I used the investment strategies that Orange County made a decision to purchase real estate in the mid-1980s, and then tripled the size of their original investment pool. They leveraged their investment strategy by multiplying by the three hundred percent leverage of the pool. Lastly, they aggressively pursued and sought out voluntary depositors having losses, these losses were largely self-inflicted losses. Lastly, they aggressively pursued and sought out voluntary depositors.

Q: In the Inland Empire, in that we have an Orange County Administrative Office. Board of Supervisors and the San Bernardino Medical Center Project is being funded with Certificates of Participation as directed by the Board of Supervisors and the County Administrative Office. Although I am not involved in what that financing, my understanding is that they have been examined and reviewed by the same organizations that we have been analyzed by regarding the standing of our pool. It could have some type of impact, but whether it will cause any rating changes, I don’t believe it will have a credit watch.

Q: Do you see the possibility of investors panicking and withdrawing their money from San Bernardino? Is this happening now?
A: We have seen no panic withdrawals in our fund. Under five percent of the pool is voluntary deposits, and those are focused with our city’s major local transportation agency. They have assured us that they are not leaving, and felt comfortable with the pool. The panic and confusion that has been created by bad reporting from the news media (newspapers, radio, television) have created the uncertainty and confusion in the market, not the performance of the pool. Once the agencies know the truth, they are reassured.

Q: Does San Bernardino have any investments in Orange County funds?
A: No, San Bernardino has never invested in the Orange County Investment Pool. We have an entirely different philosophy in portfolio investment strategy and would never put any money in that pool because of the strategies they employed.

Q: What is San Bernardino’s current rating? Is this ratio appropriate? Why or why not?
A: San Bernardino County’s investment grade quality rated the same as it was prior to the Orange County investment debacle. Our rating has not changed from our highly rated status. In fact, the three rating agencies previously mentioned (Moody’s, Standard & Poor’s, and Fitch Investors) have all interviewed us and reviewed our investment portfolio, including every individual security. They have given us a "well-managed portfolio" and deemed us not deserving of any rating change or credit watch.
If you’re doing business in the Inland Empire...

United States Filter Corporation

Acquires Groupe Crouzet of France

United States Filter Corporation, which has its corporate headquarters in Palm Desert, announced recently that it has acquired Groupe Crouzet of France for approximately $5.8 million in cash. Groupe Crouzet includes a branch office of Crouzet SA in Toulouse, France. The group specializes in the development and distribution of water purification products for industrial and laboratory customers, and is the French leader in service deionization (SDI). U.S. Filter is one of the premier SDI companies in Europe, with regeneration centers and extensive distribution networks in France, Germany, and Spain and a total annual resin regeneration capacity of 3 million liters (105,300 bbl).

"Once again, U.S. Filter is expanding its recurring revenue base and expanding its service reach around the world," commented Richard J. Heckman, chairman and CEO of U.S. Filter.

Groupe Crouzet’s access to a large number of industrial customers, as well as its strong presence in the laboratory market, should boost French sales of complementary U.S. Filter deionization purification products and systems. The French company’s 1993 revenues were approximately $6,000,000. With the addition of Groupe Crouzet, U.S. Filter will be the second largest SDI company worldwide, sharing market position with European sales, service, and manufacturing facilities.

U.S. Filter is a multinational company that designs and manufactures a broad range of water and wastewater treatment systems and equipment for industrial, commercial, and municipal markets. U.S. Filter serves customers worldwide through over 60 U.S. sales, service, and regeneration facilities; 15 international offices; and 10 manufacturing plants.

State Has Grants for New Ideas for Old Tires

Proposals for innovative uses of old tires are being solicited by the California Integrated Waste Management Board (CIWMB), which has $1,173,023 in grant funds available. The CIWMB grants of up to $75,000 for each project are for the purpose of diverting tires from landfills by promoting innovative research, new business enterprises, and innovative local government programs.

This grant program is funded from a 25-cent fee assessed for each tire left for disposal with a deposit. It is currently being phased in, with the rate due to go into effect in 2000.

Call the Board’s Grants Hotline at 916/255-2577 to receive an application. Completed applications must be received by 3:00 p.m. Feb. 24, 1995.

Readers Looking for Tire Recycler

Ever since the IEUB ran a story on a new machine, called a rubber tire crumber, in the November 1994 issue, readers have been calling in to our offices, wanting to know how to get in touch with Dr. William Talley. It seems no one has been answering the phone list published to All American Manufacturing Corporation in Rancho Cucamonga, and when one potential customer was persistent enough to go to the address listed by the company, no one could be found. If anyone can help us locate Dr. Talley or his company, he might be glad to know he has potential customers interested in his tire crumber, the first of which was to be completed sometime in November. If you have information, please call the IEUB office at 909/391-1015, and dial "4A".

"New Year’s Business Resolutions"

by Eugene E. Valdez

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ike many of you, I have developed my 1995 New Year’s resolutions. I have developed two sets of resolutions, one for my personal life, although I have to admit, in some cases, there is some overlap.

For this month’s column, I thought I would share with you my business New Year’s resolutions, hoping that you might like a few of them well enough to incorporate them in your own set of resolutions.

Be forewarned that this is not rocket science, but in many cases, it’s common sense. As a matter of fact, as I read my list of resolutions for 1995, I could have just as easily called them business goals.

My business resolutions are skewed in favor of a service company that’s the type of company I own, a service firm engaged in entrepreneurial consulting and training. If you’re engaged in manufacturing, wholesale, or retail trade, perhaps you may not be 100% applicable, but then again, you may be.

Here are my 1995 New Year’s Business Resolutions. (There is no ranking of importance.)

1. Reduce the number of major problems. Over the last three years, I have taken on too many projects. Even though I have a high completion rate, I have never finished all and this causes me stress. I don’t need more stress! Do you have this problem? My resolution this year is to take on fewer projects and finish them all.

2. More frequent interaction with my VOC’s (Very Important Contacts). We are putting out daily frantic fax messages. It seems that time, especially months, go by in a blur. The tragedy of this is that we “cocoon” ourselves and lose temporary contact with our VOC’s. Our VOC’s consist of certain suppliers, prospects, and other professionals. I don’t know about you, but when we step up the level of interaction with our VOC’s, we reap immediate benefits. Our resolution for 1995 is to extricate ourselves from our “operations” and double our interactions with our VOC’s.

3. Get in better physical condition. I’m not talking about dieting specifically but that’s part of it. Running over 90 miles per month, as well as my on-going exercise program, is obviously enough as I’m sure you know, to include in some resolu-

5. Remember names better. Follow-up. Sounds like a trivial resolution but it works for me. Remembering people’s names and following through requires concentration and organization. Even though I am good at it, my resolution in 1995 is to be better. I have found that remembering names while you are “prospecting for customers” or networking in a powerful tool! Networking costs me money. In order to get a higher return on my networking dollars, I resolve in 1995 to remember names better and do a better job on follow-up.

6. Get in better mental condition. This resolution is similar to #3, but it involves the mind, not the body. Being an entrepreneur is not only physically grueling, but mentally grueling. In order to keep my mind and my attitudes in shape, my resolution for 1995 is to fill my mind with as much of the small motivational tapes as possible. I think all entrepreneurs should embrace this resolution.

7. Delegate more. Sometimes as the owner of a small business, you feel you’re the only one capable of doing the job right. Not true! My resolution for 1995 is to do a better job of delegating and training my staff. (By doing this I can spend more time with my VOC’s.)

8. Use the AMs. More last year’s resolutions. Since I have no list of banks and, since this causes stress, my resolution for 1995 is to circulate lines by using automated teller machines more often.

I hope some of my resolutions have struck a chord. Have a Happy New Year and see you next month!

Eugene E. Valdez is president and CEO of the Claremont Advisory Company, a financial management counseling and training firm based in Claremont.

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Rancon Transfers Management

Continued From Page 13

like writing my own obituary.”

Rancon has corporate headquarters in Temecula and real estate brokerage operations in Temecula and La Jolla. The brokerage division will not face layoffs. Rancon will also maintain its third party property and asset management business throughout Southern California. Kirkpatrick said that the company will simply continue on a smaller scale and Rancon Real Estate Corporation will continue business as usual.

“Rancon has been a major force in the quality of life in Southern California for the past 25 years, we are the largest real estate brokerage in Southwest Riverside County and one of San Diego’s leading commercial real estate brokers,” Kirkpatrick said. “We will continue to be active in the region.”

The contracts with Glenborough were all actually signed on Dec. 20, and the official date of the transaction was set for Jan. 3, 1995.

Glenborough Corporation, located in San Mateo, is active in all aspects of real estate, with a primary focus on fully integrated management of property portfolios for institutions and other clients. Prior to absorbing the Rancon partnerships, Glenborough managed 23 public and private partnerships, serving more than 30,000 investors.

“We believe Glenborough has the net worth, business ethics, and standards of customer service that our partnerships investors have come to expect,” Kirkpatrick said. “Our primary goals for the partnerships have always been to preserve investor capital, increase the value of real estate, and provide the best customer service available in the marketplace. We believe Glenborough carries the same basic business philosophies and that this arrangement is in the best interest of the investors.”

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Focus
1994
Year in Review...

Top Stories 1994

January

Texas Environmental Systems of San Bernardino has been awarded a 20-year contract for up to three years and $3 million from Westinghouse Hanford Company of Richland, Wash., to provide systems engineering services to the Hanford Tank Waste Remediation System (TWRS). Work is being done by the U.S. Department of Energy's Hanford Site.

The TRS program is a comprehensive 10-year plan for retrieving and disposing of mixed (radioactive and hazardous) waste at the Hanford site. It calls for decontamination and decommissioning of 3,000 tanks and 100 single-shell tanks at the Hanford site.

February

L.E. Industrial Market Rankenkall Top Ten

According to a newKenneth Levenshul & Company industrial investment forecast, the Inland Empire ranks highest in industrial strength and Michael Meyer, managing partner at the CPA firm's Newport Beach office, reports that the Inland Empire is the 7th strongest market in the U.S. in terms of industrial investment potential.

Currently, the Inland Empire's industrial space inventory is 164 million square feet with a vacancy rate of about 14%.

March

Local Company to Help in Cold War Cleanup

The Inland Empire is growing up, and it matures as a region, is a major part of the Southern California economy and is a major contributor to the Golden State's economy. According to the latest estimates from the California League of Cities.

April

IE Economy Growing Up

The Inland Empire continues its impressive growth, according to the new report on the local economy. The carrier's Southern California economic report indicates that the Inland Empire is growing up, and it matures as a region, it can carry the rest of the Southern California economy into recovery, according to the latest forecasts from the California League of Cities.

The report indicates that the construction of the facility, which is to include a casino, hotel, health spas and retail mall, would cost about $450 million. It would create approximately 5,000 jobs. The facility will also be the site of several new retail stores and restaurants.

May

Aerospace Announces Final Departure fromONT

April 22 that it would discontinue its non- stop flights to and from Mexico, leaving only Mexicana and Alaska Airlines offering the non-stop flights between the two countries.

The carrier discontinued its uninterrupted service to Guadalajara and Mexico City following news that international passengers utilizing the Inland Empire Southern California airport would number another 8% last month, following a trend that started in February of this year.

June

San Bernardino County Hospital Groundbreaking

G roundbreaking ceremonies were held May 24 for the new $450 million San Bernardino County Medical Center in Colton. The Center's structural design will enable it to remain fully operational after a magnitude 8.3 earthquake. The project was two and one-half years in the planning and design stage.

July

Snyder Landforms Begins Construction on Toyota Parts Center

S nyder Landforms announced that construction is underway for the 760,000-square-foot Toyota Parts Center in Ontario. Serving as the general contractor as well as providing assistance on entitlements for the $75 million project, the Irving-based company joined California Governor Pete Wilson and Toyota executives in a recent groundbreaking ceremony for one of California's largest new construction projects.

According to Steve Jones, president and CEO of Snyder Landforms, the project includes construction of a parts warehouse, 38,000 square feet of office space and a 10,000-square-foot trucking/warehouse area, as well as a 10,000-square-foot trucking/warehouse area. The project is expected to be completed by mid-August of 1995, and will be fully operational by fall of 1996.

August

Downsizing Revitalization Coming into Focus

The Main Street project to revitalize downtown San Bernardino, which has been in progress for almost six years, has turned an important corner. For the first time, the project is making headway and the downtown area, the hardest change it had to make was to change the way the local merchants and the private sector viewed it and to get them excited about the project.

One of the goals of the project is to make the downtown area a kind of tourist attraction to and from Mexico, one of the airport's three main international carriers dropped a bombshell of ONT's plans.

AeroMexico announced on April 22 that it would discontinue its non-stop flights to and from Mexico, leaving only Mexicana and Alaska Airlines offering the non-stop flights between the two countries.

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September

XCEL Stays in Ontario (p.3)

Recently, the board of directors at XCEL Corporation in Ontario learned just how serious California was taking the full recovery of Southern California into a "anti-business attitude." When executives found out that the company's real estate Business Retention, and Relocation programs, one call to Southern California Edison officials and the public, caused many of them to "take a bite out of Team California," the community's largest new private construction project.

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October

Recall Election: The Region's Newest Trend

The political climate in Ontario has had many incumbents offshelves for November elections drew near. The phrase, "The polls are open," seemed to have echoes in cities, counties, and states all across the country.

A recall election that caught the attention of Team California was underway for one of California's largest new private construction projects.

November

Karcher Bankruptcy

Karcher was threatened with bankruptcy after a friend of the former CEO was arrested and charged with fraud.

The company, which is scheduled for April 1995. In doing so, the council approved a petition against the tax that was signed by 1,500 citizens.

December

Insurance Fraud

An estimated 10,000 people nationwide, three-quarters of them Californians, had been sold phony insurance policies over the past three-year period, resulting in unpaid medical claims and premiums for worthless insurance totaling at least $35 million. Many of these victims are residents of the Inland Empire.

In a classic pyramid scheme, a network of shell companies pocketed premiums but would pay few of the medical bills. More than 650 insurance agents and brokers sold policies through Consolidated local 867 Welfare Fund, which offered coverage from Empire Blue Cross/Blue Shield of North Carolina.

A class-action suit produced settlements totaling $9.5 million, and is ongoing. The court for the remaining defendants is scheduled for April 1995. In addition, several new arrests were made at press time in December.

1995

Focus
Year in Review...

Top Stories 1995
Although economic growth in 1994 progressed at a pace short of normal expectations, San Bernardino County has clearly begun its recovery from some of the worst worldwide recessionary conditions in 60 years.

With unemployment rates and retail sales now beginning to improve, there are less obvious but equally tangible reasons to be optimistic about the economic future and the foundation that has been built to assure renewed profitability and prosperity in the region.

It is a well-recognized fact that San Bernardino County is advantageously positioned as the eastern entrance to the greater Los Angeles marketplace and, correspondingly, to the entire Pacific Rim world-trade network. This, combined with an unsurpassed highway and rail network and natural transportation corridor, provides an inherent stimulus to local commerce which can only be enhanced by the implementation of effective business incentive programs.

It is the responsibility of progressive, forward-looking public agencies to take all cost-effective steps to create the most advantageous business atmosphere possible for the location, expansion, and retention of firms and employers desired by its citizens. Toward this end, the County of San Bernadino—through the combined efforts of a variety of related agencies—has made great progress during the past year. But, just as our leaders in Washington, D.C. must broaden their perspective from the national to the global economic level, so must individual jurisdictions expand their horizons from the local to the regional level. Thus, to maximize results, certain programs must be spearheaded on a multi-jurisdictional basis to include both Riverside and San Bernardino Counties as well as their cities.

A new regional approach has been formulated during the current recession, the result of which is a renewed spirit of cooperation to combat business flight and encourage action to spur business growth and retention on a “regional” basis. The classic example of this “Inland Empire” approach is the Agua Mansa Enterprise Zone, formed as a joint powers authority in 1986 to include areas of both counties with portions of the cities of Colton, Rialto, and Riverside. Through its special designation by the state of California, the 9,800-acre enterprise zone offers an attractive combination of various state tax credits, local employment incentives, and streamlined permit processing designed to stimulate commercial and industrial development. To date, 74 businesses have taken advantage of the program, creating more than 948 new jobs.

In order to stimulate business development and job creation in both the Agua Mansa Enterprise Zone as well as the former Norton Air Force Base, San Bernardino County is producing the state’s first Geographic Information System (GIS) for business property. When completed in mid-1995, this online interactive database will provide quick access for private and public sector users to detailed information on available industrial and commercial sites and buildings. Viewed as a major benefit to the business attraction process, the GIS project

Please See Page 29
In support of such efforts, San Bernardino County’s officials, recognizing the problems facing the Inland Empire and the need for government to be responsive to its needs, have created a variety of business incentives and programs to assist with these concerns. The basis of the county’s economic development strategy is its financial incentive programs. These programs provide below-market interest loans for eligible borrowers, ultimately reducing business operating costs.

The most popular financing in the county’s Business Expanding Revolving Loan, which provides financing assistance to businesses locating or expanding in the county. Primary requirements include a documented three-year history of profitability and the creation of new jobs for low- and moderate-income persons. During this past year, the County has loaned over $1.2 million in loans creating nearly 93 new jobs for low- and moderate-income workers.

Based on preliminary indications of economy recovery, the Inland Empire is being viewed with enthusiasm and anticipation.

To assure that newly created jobs produce maximum benefit for local workers, the county cooperates with federal, state and local jurisdictions to provide a full-state of job training assistance to potential employers, all at no cost. The GAIN and Job Training Partnership Act programs offered through the Community Services’ Department and Employment Department include recruitment assistance, custom classroom training, pre-screening of job applicants, tax credit vouchers, on-the-job training, and other supportive services. The programs are provided separately or in a “package” designed to match the individual employer’s needs.

In addition to traditional business attraction efforts, the current outward migration of companies from California represents the first step toward recovery from the negative fallout of the national recession. While the immediate results are not conclusively effective for the future, efforts may not be fully realized for several years or, in some cases, until nationwide economic conditions allow programs to perform to their full potential.

The economic conditions of the past four years, combined with increased competition for new business, have only served to increase the challenge to which the region must rise in the field of economic development. The results of these past years have provided a benefit by forcing local business and government to confront economy conditions head-on and reassess their roles in the economic recovery effort.

San Bernardino County and community leaders in the High Desert have established a regional organization to harness local and individual strengths to more effectively promote that area. The High Desert Regional Development Authority (HDREDA) is comprised of public and private sector representatives from Adelanto, Apple Valley, Barstow, Hesperia and Victorville. In cooperation with the county, the consortium has successfully made application for federal funding from the U.S. Economic Development Administration (EDAR) to produce an economic development strategic plan for the region. When completed, the plan will encompass a clear agenda for stimulating and developing economic opportunities in the High Desert Region.

Based on preliminary indications of economy recovery, the Inland Empire is being viewed with enthusiasm and anticipation.

With unemployment rates and retail sales now beginning to decline, there are less obvious but equally tangible reasons to be optimistic about the economic future.

The County’s Business Retention Program is, therefore, currently focused on identifying local companies with relocation plans who are informing the county of their intentions, including direct mail and personal contact of the assistance and information programs the county has available. Staff is working with local businesses, utility companies, government entities and community groups in assisting and counseling existing businesses with concerns which, if not addressed, could ultimately lead to departure.

As yet another means of encouraging industrial and commercial development, the county has streamlined the review and permitting process for new projects, making it possible, in many cases, for the Planning Department to issue conditional use permits within 30 days of the permit request. Once the county approves the new projects, the city will begin to see in a single meeting representatives of all regulatory agencies and utility providers so that the prospective new business can obtain information and assistance in a highly efficient manner.

Throughout San Bernardino County and the entire Inland Empire, that challenge is being answered on virtually a daily basis with progressive, new concepts, new products and services, as well as private enterprises. The resulting new programs combine public-private partnerships which hopefully will continue to expand and improve transportation to Chino’s industrial area and will encourage regional economic development in Chino Spectrum Marketplace and a future regional mall.

Chino saw solid and steady growth in all economic sectors during 1994. Retail sales increased 12%; industrial vacancy rates fell to less than a third of their 1994 levels; unemployment was reduced by 27%; and new construction activity was valued 29% higher than in 1993.

Chino Spectrum Marketplace, a one million-square-foot retail center along Highway 71, opened its first phase containing 13 stores during the summer. Anchored by Target and including restaurants such as Mimi’s Cafe and Carl’s Jr., specialty shops such as Ross Dress for Less, Chick’s Sporting Goods, Michael’s Crafts, Famous Footwear, Toys ‘R’ Us, and Service Merchandise; as well as a Food 4 Less supermarket, the center provides increased shopping and employment opportunities for Chino residents. Sixteen new stores planned to open in 1995 include Freewheeling Bikes; Sizes Unlimited, The Haircut Store; and restaurants such as Applebee’s, Islands, and Black Angus.

While total taxable sales increased more than 12% between mid-1993 and mid-1994, we anticipate a greater increase in taxable sales as construction continues in the Chino Spectrum Marketplace.

Continued taxable sales increases ensure Chino’s ability to provide quality services for residents and businesses.

During 1994, the existing industrial building inventory was dramatically depleted and the industrial vacancy rate sank from 25% to less than 7%. Available industrial buildings and land at reasonable prices; close proximity to the Los Angeles-Orange County metropolitan area; and infrastructure such as the noncontaminated waste line and upcoming reclaimed water system; and a cooperative city staff and expedited entitlement process made us a favorite location for companies wishing to expand or consolidate. Several major companies chose Chino during 1994, including JC Penney and the U.S. Navy, both of whom opened large distribution facilities. In addition, Mission Industries opened the world’s largest and most environmentally-conscious commercial laundry in May 1994. The laundry employs 400 people in processing more than a million pounds of laundry daily.

The State of California Integrated Waste Management Board designated the Chino Valley Recycling Market Development Zone (RMDZ) on March 30, 1994. A joint project of the city of Chino and the Chino Hills, this designation enables qualified businesses to apply for very low-interest loans (currently 4.5%) as well as reduced utility charges. Already more than $1.2 million in loans have been approved for two Chino businesses who are expanding their operations.

Public investment in the community is just one facet of Chino’s dramatic growth during 1994. Local streets underwent improvements, most significantly traffic signal synchronization to expedite motorists’ two-lane crossings. Underground utility projects, street widenings, and storm drain construction were essential elements of Chino’s planned capital improvements in 1994.

Route 71’s conversion to a freeway status and the 60 (Pomona) Freeway to the Riverside County line started during 1994. Due to be completed in late 1995, the improvements will ease transportation to Chino’s industrial area and will encourage regional economic development in Chino Spectrum Marketplace and a future regional mall.

Chino’s original downtown retail area is another area of public investment. Like many American downtowns, it needs public support to replace deteriorated buildings with new structures to house the retail stores and professionals which still provide vital services to the older, historical areas of our community. The city of Chino acquired more properties during 1994 and began demolition of many Chino residents. Use of the largest community service programs in California for a city of our size provided a wide range of services for residents including counseling, senior care programs, and youth services. Community-oriented policing (COP) combined with gang diversion activities and an aggressive anti-graffiti program were one of the first strategies in the Inland Empire.

During 1994, one of the industries ranging from manufacturers of high-end consumer products who export their products worldwide to local neighborhood retail owners continued to find success in our community. Chino’s motto of "Where Everything Grows" was first coined in 1910, and it is still as descriptive of 1995’s varied economy as it was of the city’s agricultural economy of 1910.
While California has suffered through the drastic effects of a recession, the city of Corona has maintained steady growth and an improved quality of life. Through shared responsibility between city employees and the business community, the city is one of the few in Southern California that did not face a deficit budget for the current fiscal year.

Through TEAM CORONA, city employees share a customer service approach of dealing with the business community which has helped resist the temptation of taxpayer give-aways sponsored by many other states. California has been a favorite target for such states as Texas, Arizona, Nevada and a host of others who claim to offer a higher quality of life, when in fact the Golden State still offers year-round climate and improving air quality which appeals to almost everyone.

While unemployment in California rose drastically in 1993, 2,500 new jobs were created in this city. With the population of almost 98,000, according to the U.S. Chamber of Commerce, every new job generates between 1.5 and 2.5 additional new jobs within two years following its creation.

Conservatively, this amounts to a net gain of close to 5,000 new jobs. While many jobs were created by new businesses, many are the result of expansion by successful companies such as Fender Musical Instruments, Watson Pharmaceuticals, Cast Art Industries, Dogloo, Core Mark, R-Squared, Hayden Corporation, and more. Corona had in excess of 1,800,000 square feet of industrial space leased last year, and another 500,000 square feet was constructed. In the retail sector, taxable sales increased over 8 percent to $350,000,000. New construction, led by Wal Mart, totaled more than 300,000 square feet last year.

Corona stands out in a survey supported by the Inland Empire Economic Partnership and the Riverside County Economic Development Agency, in that survey, businesses from all over the county were questioned about their attitudes, plans, and relative financial help. Corona was among the lowest in Riverside County for jobs lost through relocation. Among Corona businesses, 22.8 percent were in a major growing mode, about six times higher than the county average. The city of Corona is one of the only 12 cities in Riverside County with its own police department. The department has adopted a “community policing” philosophy of delivering police services. It stresses solving community safety issues that ensure citizens’ confidence in their safety and in the police. According to an independent survey, the overall crime rate in Corona is well below the California average. With a population of almost 95,000, Corona fell just 5,000 short of qualifying for rating among large cities in the United States. Had Corona been in that category of listings, it would have been in the top 10 cities in the United States when it comes to homicides. Violent crime in Corona is less than half that of the Riverside County average, and the homicide rate last year was one-twelfth the average of the county.

Corona, which has been designated as a “tree city,” is very much alive with an old-fashioned sense of neighborhood and exciting prospects for the future. Nowhere is this better reflected than in the parks and other recreational facilities in the city. Corona has 27 park areas spread over 175 acres, with a master plan for more in the future as the city continues to grow. While the recession has had an effect on the rate of park growth, community volunteers are lending a hand to see that what we have is well maintained, and a strong voice is heard for future growth. The Corona-Norco Unified School District serves a 147-square-mile area that is experiencing rapid growth, reflected in growing enrollment and the facilities to support it. The district conducts a kindergarten through 12th grade program for more than 25,000 students in 18 elementary schools, four intermediate schools, three comprehensive high schools, an occupational high school, continuation high school, and school for children with special needs.

Former district students now enrolled in the University of California system are doing above-average work, according to a statistics recently released. The aggregate grade point average was 2.82. Attainment of a bachelor’s degree or associate degree is approximately 20 percent higher than in the rest of Riverside County.

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Incentives

Working to make your transition to Corona a smooth and profitable experience, TEAM CORONA draws upon the following organizations:

- City of Corona
- TEAM CALIFORNIA (California Trade and Commerce Agency)
- Inland Empire Economic Partnership
- Riverside County Economic Development Agency
- Small Business Development Corporation
- Private Industry Council
- Corona Real Estate Team
- Corona Manufacturing Council
- Corona Chamber of Commerce
- Southern California Edison
- Southern California Gas Company

With the support of these organizations we can explore the following incentives:

- Employee Funding and Training Programs
- Pre-Employment Screening and Recruitment Service
- Capital Tax Credits
- Energy Cost Reduction and Rebates
- Industrial Development Bonds
- SBA Loans
- Streamline Permitting Process
- Site Selection
- Legislative Support
- Housing Assistance Programs

To find out more about business opportunities in Corona, write to Jim Bradley, City of Corona, P.O. Box 940, Corona, CA 91718-0940, or call him at (909) 736-2260. Jim heads up the TEAM CORONA program which involves city and state officials to help make your transition here a smooth one. ▲

To find out more about business opportunity in Corona, write to Jim Bradley, City of Corona, P.O. Box 940, Corona, CA 91718-0940, or call him at (909) 736-2260, FAX (909) 736-2488.
Focus 1994 Year In Review...

City of Victorville

The Key City of the High Desert

The city of Victorville is the retail and commercial hub of the Victor Valley. Major highways provide easy access to residents and businesses with quick and easy access to Las Vegas to the north and the Molino area to the southwest. Bishop and the Mammoth Lake recreation areas to the north, and San Bernardino and its mountain resorts to the south.

Victorville is a general law city of nearly 60,000 population, which operates on a budget of approximately $67.5 million, and is one of the 651 general law cities in the Victor Valley. It is one of a handful of general law property tax cities in the state that does not receive property tax revenue for its general fund. Victorville is a full-service city, providing public works, fire, police, parks and recreation activities and more to its citizens in 67.68 square miles. It contracts for law enforcement through the San Bernardino County Sheriff’s Department.

Due in large part to the conservative fiscal policies of its five-member council and city managers, the city has continued to provide a high level of municipal services to its citizens. Victorville has experienced the same downturn in the economy as other cities, and has also had millions of dollars of its revenues taken away by the state in an effort to balance its own budget. Instead, departments have steadily cut budgets and found better, more economical ways to deliver needed services.

Victorville’s fire rating improved to a Class 3 in 1993 and to a Class 2 in August, 1994. The city started out in 1976 with a 69 rating (on a scale of 1 to 100, with 1 being the best). By 1980, this had upgraded to a 59. The new classification is the highest achieved by any city in the High Desert. This in turn helps both residents and businesses get the most competitive rates for their fire insurance.

Located within the city of Victorville, about 3,300 acres are zoned for commercial use. Rental rates vary from about $1.00 to $5.00 per square foot. The city is home to one of the largest regional shopping centers between Los Angeles and Las Vegas. The Mall of Victor Valley is anchored by four major department stores: Macy’s, J.C. Penney, Sears, and Montgomery Ward.

Several new businesses have constructed new facilities and/or have expanded their space within Victorville in the last year. Some of the highlights include:

- The long-awaited Rogers-Dale U.S. Outdoor opened its doors in late 1993. This retail outlet should break ground in early 1995. This multi-million dollar project of the Roy Rogers family will become a world-class tourist attraction and a must-see destination for the millions of motorists and tourists who travel Interstate 15 between Los Angeles and Las Vegas every year. The first phase of the project will consist of 241,000 square feet, anchored by the current Roy Rogers Museum. The second phase of the project will consist of a 1,000-seat Oscar gallery/showroom (Branson, Missouri, style), a 150-200 hotel room and conference center, and an overnight recreational vehicle park.

- Desert Valley Hospital and Medical Center opened its doors in September 1994. The center consists of a 77-bed hospital and medical center with 220,000 square feet of office space. The hospital administration has already submitted plans to expand in further in 1995.

A new medical services campus will be built in the Victor Valley Redevelopment Project Area within the next three years, on 20 acres at the northeast corner of Hesperia and Silica roads. The project will mix general practitioners, specialists, dental services, imaging centers and other ancillary services such as physical therapy and laboratory services. The cost for the project plans and should begin construction by the beginning of 1995.

- A new shopping center, the new shopping center, anchored by a Siser Brothers grocery store, was completed in June 1994 on the southwest corner of Hesperia Boulevard and Amargosa Road. The project consists of 233,450 square feet, and will include other retail services, as well.

Victorville Station: This 123,000-square-foot center is planned for 17 acres along the northeast corner of Bear Valley Road and Highway 395. The project will consist of a grocery store, a shopping center, fast food restaurants and other small retail businesses. The first piece of the project, an UltraMart gas station and mini-market, was completed in late 1994.

- A motor-cross racing track project was completed in late 1994 for the Victorville area, including the Bear Valley Station project. Victorville has always had a commitment toward planning for growth and for providing the infrastructure necessary for that growth. The budget for capital improvement projects along the 1994-95 fiscal year totals nearly $18 million.

- Some of the major projects accomplished in 1993-94 included: Amargosa Road: $2 million project, Amargosa was widened from two to four lanes all the way from Palmdale Road to the Mall. This complements the traffic signal installed last year at the intersection of La Mesa and Amargosa, at an approximate cost of $1,200,000.

- The City Hall House of Pancakes opened in June 1994 in the Super Foods Plaza, and has resulted in a new business since its opening.

A Federal Correctional Complex is still planned for the city’s property just off of the former George Air Force Base in Victorville. This facility will house up to 1,200 female inmates. Design and environmental cleanup of the site should be completed in 1995, with construction beginning in 1995.

One of the most exciting projects planned for the city is the development of 30 acres at the northeast corner of Bear Valley Road, which will be dedicated to the establishment of a “City of Victorville Heritage Park.” The city’s history has allowed the city to meet the needs of its growing number of citizens who want to preserve the city’s financial crises experienced by other cities in the region. It is this vision that will establish the city’s own recreation facilities in the downtown area.

For an information packet on the city of Victorville, contact the city at (619) 241-2010.

Focus 1994 Year In Review...

City of Rancho Mirage

The Rancho Mirage Home Improvement Program was extremely successful during its first quarter of operations according to Paul Franco, the city’s redevelopment coordinator.

“Different processes will be pursued aggressively, and every effort will be made to get the project completed as short a period as possible,” said Dr. Charles M. Monell, a Rancho Mirage resident and chairman of the Library Planning Committee. “The amount of alterations necessary will be the determining factor in the time involved until opening,” he said. “My best estimate is that we will be opened in December of 1995.”

During the upcoming year, Rancho Mirage residents will see things happening in various parts of the city as it becomes a result of the $24.7 million capital improvement budget coming from 12 different funds.

The Rancho Mirage Home Improvement Program was extremely successful during its first quarter of operations according to Paul Franco, the city’s redevelopment coordinator.

During the upcoming year, Rancho Mirage residents will see things happening in various parts of the city as it becomes a result of the $24.7 million capital improvement budget coming from 12 different funds.

A city-wide rehabilitation program for low and moderate income homeowners was begun in January 1994 by the Rancho Mirage Redevelopment Agency. Now under way, this program offers qualified applicants the opportunity for emergency and/or matching funds through the agency’s housing fund. Applicants may apply for a grant of up to $1,500, or matching funds up to $3,000. To date, more than 130 applications have been received, and work is progressing in a number of cases.

Also successful since opening has been the 130,000-square-foot Square-Home Depot at Monterey Avenue and Dinah Shore Drive. The House of Pancakes restaurant is open at the same spot, and the shopping center at corner is slated for expansion in the near future with large nationally known retailers such as the Burlington Coat Factory.

A smaller version of Jensen’s Finest Foods has opened at 69-900 Frank Sinatra Drive. This addition to the city includes a gourmet deli, specialty sandwiches, homemade salads, fine meats and cheeses, dairy, and a selection of fine wines and spirits.

Full Service Library Planned

On August 9, 1994, escrow closed for the purchase of the former Bank of America building at the corner of Bob Hope Drive and Highway 111.

The majority of applications have come from residents of mobile home parks, and most of the work has consisted of roof repair; upgrading of existing electrical systems; repair of kitchen or bathroom sink fixtures; and replacement of gutter disposals.

During the upcoming year, Rancho Mirage residents will see things happening in various parts of the city as the result of a $24.7 million capital improvement budget coming from 12 different funds, including the Redevelopment Agency, CVAQ, the state and the federal government. The city is working on during the year, and some are multi-year projects. Included in the budget are the following:

- Expansion of Gerald Ford Drive between Bob Hope Drive and Monterey.

- Remodeling and expansion of City Hall.

- Tamrack Area Improvement District, including sewers, water mains, street paving, curbs and gutters.

- Library remodeling and conversion.

- Plan specifications, design and estimates for improvements to Underpass utility from Beach House Restaurant to Bob Hope Drive.

- Sidewalk installation on Monterey from Clancy Lane to Palm Desert.

- Design of Frank Sinatra Drive improvements from Morningside Drive to Bob Hope Drive.

- Wider north side of Dinah Shore Drive from DuVall to Las Alamos.

- Install two traffic signals on Dinah Shore Drive.

- Participate with Palm Desert to install bridge on Monterey at the Whitewater Channel.

- Install entrance feature at Dinah Shore Drive and Monterey.

- Install bus shelter at Rancho Las Palmas Shopping Center.

- Add lighting, bocce and basketball courts, water fountain and children’s gym at Whitewater Park.

- Various other street renovations, median island improvements and drainage improvements.
The city's future development, growth, and economic recovery in the Inland Empire have been significant achievements for San Bernardino. Since the 1994 announcement of the Wards Field Base closure, which could have potentially devastated the city, San Bernardino government officials have worked tirelessly to expand and develop the area. The Economic Development Agency hosted an Economic Summit with local government officials and business leaders in order to develop a strategic plan for the city's future development, growth, and creation of new jobs.

The city won two prestigious awards for their effort in helping residents of the city find jobs. With the implementation of the "Job Connection" television program, the city was able to help over 60 unemployed people find work. The program was recognized with the "Job Connection" television program, "Award for Excellence" from the League of California Cities, as well as the "Innovative City of the Year Award" from the Inland Empire Division of the League of California Cities. Giant steps were taken in the construction of the new Superbowl in the downtown area, Architectural designs and land use planning were used to bring the ball moving. The Superbowl will break ground in early 1995. It will include a CitiTrans Building, a State Building and a 13-story parking structure with retail shops on the first floor.

In 1994, the city of San Bernardino hosted an annual route of the League of California Cities, as well as the "Innovative City of the Year Award" from the Inland Empire Division of the League of California Cities. Giant steps were taken in the construction of the new Superbowl in the downtown area, Architectural designs and land use planning were used to bring the ball moving. The Superbowl will break ground in early 1995. It will include a CitiTrans Building, a State Building and a 13-story parking structure with retail shops on the first floor.

Located advantageously in the center of the Inland Empire, Colton is in the position to accommodate a multitude of major regional industrial complexes. The city has several hundred acres of prime industrial and commercial properties immediately available for master-planned development. Served by the Southern Pacific and San Fe Railroads, Colton is one of Southern California's major freight-staging areas.

The city offers various kinds of housing. A boom in residential development in recent years provides affordable housing opportunities for renters and first- and second-time buyers. "Urban and single family estates can also be purchased in unique residential areas in the San Gorgonio and the City of Colton. In addition, the city features a number of historical homes and attractions that serve to enhance the city's image.

In 1994, three downtown businesses successfully completed the Downtown Facade Improvement Program, designed to beautify the Downtown Project area and gateway to the city. The Facade Program is designed to improve the appearance of the downtown area and create a pedestrian-friendly environment by offering financial incentives to downtown business owners to rehabilitate their storefronts.

A new community center and pool are being constructed in the Mt. Vernon Redevelopment Project Area with assistance from RDA funds. The center is scheduled to be completed in June 1995. Because of the 1998 program completed in the new San Bernardino County Medical Center, the Redevelopment Agency has initiated the development of a Specific Plan for the West Valley Project Area to assist in planning for future housing projects. It is expected that the hospital site will generate interest from developers to build hotels, restaurants, and ancillary businesses. Members of the community are providing input for the formation of the Specific Plan.

The Redevelopment Agency is involved in a number of housing projects, including the purchase and condemnation conversion of a mobile home park in the Colby Ranch Project Area. The agency is also assisting with the conversion of a mobile home park in the Colby Ranch Project Area. The agency is also assisting with the conversion of a mobile home park in the Colby Ranch Project Area.
Ontario is Still the Best Place to Do Business

The year 1994 marked another period of success for the city of Ontario and its area of economic development. This accomplishment is not surprising given the many benefits that Ontario offers businesses. Located at the western edge of the burgeoning Inland Empire—one of the nation's fastest emerging centers of commercial, industrial, and residential development—Ontario is within easy reach of all major cities in Los Angeles, Orange, San Bernardino and Riverside Counties. And, from Ontario International Airport, the city is only hours away from regional, national and international markets. Moreover, the city is well-known for its business-friendly staff, and is the only major city in San Bernardino County without a utility tax. Ontario's continued progress is also due, in part, to the strong commitment that the city's elected leadership, city manager and Redevelopment Agency have to pursuing projects and programs that will help ensure the business community's success.

Ontario's most recent achievements include the progress made on major development projects such as the Mills & "super mall." On Dec. 20, 1994, the Ontario City Council approved a Disposition and Development Agreement with the Mills Corporation of Washington D.C. The agreement calls for building an almost 2-lock, 12-square-foot super regional enclosed shopping mall to be known as the "Ontario Mills." Construction of the mall is scheduled to begin in the spring of 1995 on a 135-acre site located in northeast Ontario, bounded by I-10 and I-15 Freeways on the south and east and Milliken Avenue and Fourth Street on the west and north.

The "Ontario Mills" will fully embody the "Mills" concept of value retailing which combines a variety of specialty retailers, including off-price, manufacturers' outlets, traditional department stores, category and retail outlets, all housed together in an artfully designed retail structure creating an exciting, entertainment-oriented shopping experience. Once completed in the fall of 1996, the mall will provide a combination of at least nine anchor stores and over 200 specialty stores on a wide variety of value-oriented merchandise.

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1994 Year in Review...

Focus City of Ontario

by Mayor James Skropos, city of Ontario

The Rancho Cucamonga Quakes topped off their second season by winning the Triple A California League baseball championship.

To meet increasing fan support, the city built new bleachers at the Epicenter, increasing capacity to 6,000.

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The Rancho Cucamonga Quakes topped off their second season by winning the Triple A California League baseball championship.

The new library, with more than double the square footage of the formerly used county facility, will serve as an interim facility...
Focus
City of
Loma Linda

Expanding Service & Business Emphasis

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

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

Loma Linda University Medical Center continues to significantly expand the health care services and facilities it provides to the region. The Children's Hospital, which just opened, and the cancer research center, which will begin construction within a few weeks, will further enhance that service.

City government adopted a new pro-business stance in 1993, which continues to this day, involving virtually every level of city government and all municipal employees. The City Council initiated a new Economic Development Department and hired the first economic development director in the city's history. Every department is prepared to respond positively to business requests and inquiries. The city is also working hand-in-hand with the Chamber of Commerce in this effort.

Loma Linda University Children's Hospital Opens

With the opening of the Loma Linda University Medical Center's Children's Hospital, the new hospital became the first facility dedicated specifically to child healthcare between Orange County, California, and Phoenix, Arizona. The new 125-bed facility incorporates specialized children's services which were located in Loma Linda University Medical Center into the new Children's Hospital.

Loma Linda University Children's Hospital is unique because it is a center for the treatment of cancer with the world's first hospital-based proton beam therapy, an entirely new modality for cancer treatment. The new hospital, located adjacent to the Medical Center, contains 240,000 square feet and cost approximately $36 million to construct.

New Research Center Construction Planning Near Completion

Architectural planning for a new $20.3 million Loma Linda University Medical Center Research Institute nearing its completion stages near the end of 1994. Construction on the new research center is expected to begin in early 1995. The Research Institute will take approximately two years to build once construction begins. Plans call for four-story, stand-alone structures located on the north side of the Medical Center. The new facility will provide approximately 65,000 square feet (out of a total of nearly 100,000 square feet) for research and faculty offices; laboratories; teaching, educational, and conference facilities; and administrative support.

The center is being built to accelerate Loma Linda University Medical Center's goal of developing a full-scale, multidisciplinary approach to the treatment of cancer and other diseases. The National Aeronautics and Space Administration (NASA) has just signed a research agreement with Loma Linda University Medical Center to conduct proton radiation effect research on astronauts.

Ronald McDonald House

Fund-raising is nearly complete for a proposed $2.5 million Ronald McDonald House slated for construction near the corner of Barton Road and Anderson Street in Loma Linda.

The house will serve as a "home-away-from-home" for families of children receiving treatment for serious illnesses such as cancer, heart disease, cystic fibrosis, or those requiring special neonatal care immediately following birth.

Drayson Center Set to Open

Construction on the new Drayson Center, a $16.2 million recreation and wellness center, is nearly complete. Named after Loma Linda University benefactors Ronald and Grace Drayson of Riverside, the new center, which opens next month, includes a gymnasium, several activity rooms, five indoor racquetball/handball courts, weight-training areas, and a rock-climbing wall. Fully equipped women's and men's locker rooms will be available for use by participants.

The indoor facility houses a student life center with a student lounge and cafe, table game room, and areas for arts and crafts, food preparation, and babysitting. In addition to the indoor facilities, there are two recreation pools with an outdoor Jacuzzi, a water slide, and a large sun deck. A large playing area contains four lighted softball fields, a jogging track, and six lighted tennis courts.

New Restaurants Choose Loma Linda

Five new restaurants are in various stages of opening in Loma Linda. We are very happy that each of these great eateries has chosen to locate within our city.

Napoli Italian Restaurant opened approximately six months ago and has been very well received.

Farmer Boys serves the highest quality and widest variety of any fast food restaurant in this area. They also offer a complete breakfast menu.

Lox, Stock & Bagel offers the finest freshly baked bagels, sandwiches, salads, and soups.

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When it comes to choosing a healthy plan, make sure your plan includes Loma Linda University Medical Center.

We've been keeping you healthy for generations.

Loma Linda University Medical Center
11234 Anderson Street
Loma Linda, CA 92334
To find a clinic or physician, call 800/572-1212.
Palm Springs is on the cutting edge of economic development, according to Governor Pete Wilson's opening remarks for a promotional video detailing the advantages of a high-tech computer procurement system now up and operating in the city.

"The first stretch of the information superhighway is open in Palm Springs right now," said Wilson. "Palm Springs vendors can do business with a client anywhere in the state without having to leave their computers, and we're giving small businesses much greater access to the $4 billion procurement industry in California."

According to Palm Springs Economic Development Director John Tuite, the cutting-edge computer procurement system which was developed by the Advantix Network and Datamatix Software is just one example of how the city has become a leader in business.

"Advantix and Datamatix make government and business as close as the user's fingertips," he says. "It puts the bidding room right in your office."

"We also have other innovative programs in place already that are important in developing our commercial/industrial sector," he adds. One of these advantages is the recently formed Economic Development Incentive Zone in the city's Crossley industrial tract.

The EDIZ utilizes tax laws favoring Indian land to offer incentives to businesses which locate within the zone. The Crossley industrial tract is part of an approximately 560-acre area which ensures that all business-related infrastructure improvements—streets, gutters, sewers, etc.—are in place before industry moves in.

Cooperation with Indians

Cooperation between the city and the Agua Caliente Band of Cahuilla Indians has been one key to the burgeoning success of the Palm Springs economic blueprint. The Agua Caliente reservation consists of 32,000 acres in the western end of the Coachella Valley. This land, with an assessed real estate value exceeding $6 billion, is entwined in a checkerboard pattern with non-Indian land, the result of government policies dating back to 1800s.

Not surprisingly, the Indians are the largest landowners in the city. Many major hotels and facilities, including the Palm Springs Convention Center, are located on land leased from the Agua Calientes.

Today, the Indians are breaking new ground with their approval of gaming on Indian land in downtown Palm Springs. After rezoning an old ordinance prohibiting gaming, the Agua Calientes unveiled plans for a $20 million casino, to be operated by Caesars World, scheduled to open in late 1994.

Convenient Convention Center

Operated by Leisure Management International, the Palm Springs Convention Center is a model of cooperation and planning. Its location on Indian land is a monument to the cooperation that exists between the Indians and the city. Its location, midway between the Palm Springs Regional Airport and downtown shops, is a crucial part of its success.

"At the very heart of the Convention Center stands a new convention hall, the Convocation Center," said Pete Wilson. "This room, free 66,000-square-foot exhibition hall, the Convocation Center features amenities such as complete ultra-modern tele-conferencing and audiovisual facilities, computerized lighting controls, large-scale gourmet catering and state-of-the-art provisions for "customizing" for a particular group.

Dynamic Airport Development

Like the rest of the community, the Palm Springs Regional Airport has been dynamic in its continued development over the past few years, and Airport Director Al Smoot says the next few years will be no different.

"We're going to be looking for lessees to develop a hotel, service station and theme restaurant," he says. "We'll be aggressively marketing for those three items in the next year. We're into economic development at the airport, too."

A new Airport Master Plan, detailing plans for a 1,500-foot main runway expansion and other improvements, was due to be out this winter. This airport has seen a major facelift in the past recent, with a new air-conditioned passenger concourse, expanded food, beverage and gift concession areas, expanded baggage claims areas and a putting green.

"America's Resortport" is classified as a primary commercial service airport by the Federal Aviation Administration and was expected to handle more than 1 million passengers for the first time in calendar year 1994.

Cost of Living

"The cost of living is extremely affordable in Palm Springs as related to any other community within the California marketplace," says Bill Richardson of Bird Products Corporation, the third largest manufacturer and distributor of mechanical ventilators for the medical industry. "The lifestyle here is delightful," he adds, "and having access to an international network such as Advantix should afford any company, regardless of size, the capability of moving to a community like Palm Springs and operating very effectively."

Taming is a key ingredient to the rapidly-expanding commercial/industrial sector in Palm Springs. "While big businesses are stagnant right now, small to moderate-sized businesses are growing," points out Tuite. "A lot of them have the capability, with developing technologies, to put down their business now in non-traditional locations."

"Current prices make Palm Springs real estate a great value," says Karen Aguillar, president of the Palm Springs Board of Realtors. "Sure, you can buy an expensive house if you want, but we also have nice homes from around $100,000. And we have affordable apartment living as well. You can rent an apartment from $450 to $850 per month, or higher. You have a wide range."

"This is the place to go if you want a corporate retreat," she adds. "Palm Springs is close to everything, but it's a very private community. Families live here. We have a lot of small neighborhoods, parks, boys and girls clubs, youth centers—that sort of thing."

"Palm Springs in forging its own commercial identity, enhanced by an ideal location. The area is closely connected by air, rail, and interstate highway to the nation's second largest metropolitan market to the west and to the surrounding Phoenix, Arizona, area to the east. Perhaps even more significantly, the area serves as the gateway for international trade, which has been facilitated by the North American Free Trade Agreement."

Affordable housing, low crime rates, family friendly neighborhood, a healthy environment have all contributed to the lifestyle of Palm Springs, even as the outside world views the resort city as a golf capital and the playground of the rich. While the image of glamour will surely endure for some time to come, companies that have already located in this area have also found a soil that's rich for economic development. ▲
Focus 1994 Year in Review

City of Apple Valley

The Town of Apple Valley is located in the heart of Southern California in the unincorporated area just southeast of Los Angeles International Airport. Apple Valley serves as a nexus for transportation networks, and its location near the intersection of Interstate 15 and Bear Valley Road, the store features various businesses, including restaurants, retail stores, and entertainment options. Apple Valley's history as a planned community began in 1993 with the establishment of the Apple Valley Golf Course. The course was designed to provide efficient access to the city's economic development initiatives.

Commercial, retail, and industrial activity continues to grow in the area. The Town of Apple Valley is expected to become a major regional retail and commercial center. It is an ideal location for businesses seeking access to a large and diverse market. Apple Valley is a promising location for new businesses and is recognized by the state as a key growth area.

Other projects on tap for Apple Valley include a new shopping center, a regional hospital, and a regional health care facility. The year 1995 Projects

Apple Valley Gateway to Southern California

The Apple Valley Gateway project is a major development project in the Town of Apple Valley. The project will include a new golf course, a new hotel, and a new commercial center. It is expected to create more than 3,000 jobs and generate more than $1.5 billion in economic activity.

The project area encompasses nearly 1,000 acres of undeveloped land along the southern boundary of Apple Valley. The project will feature a new 18-hole championship golf course, a hotel, and a commercial center. The project is expected to be completed by 2000 and will attract more than 500,000 visitors each year.
Focus 1994
Year in Review

City of Pomona

The year 1994 brought many new developments to Pomona, including new economic hope. It was a year of positive changes and exciting new ventures. To begin with, a new administrative team, headed by City Administrator Scott McEvoy, took full effect by mid summer. Among the positions filled were the spots of assistant city administrator, police chief, economic development director, finance director, and community development director.

In addition, the Pomona Redevelopment Agency (RDA) officially expanded its focus and became part of the new Economic Development Department. This expansion, which incorporated current redevelopment operations, was made in an effort to:

1) Address current economic issues on a city-wide basis;
2) Promote opportunities for economic development;
3) Respond to Assembly Bill 1290 which specifically authorizes economic activities as part of an RDA program;
4) Establish a market and image campaign.

One of the tasks being undertaken by the Economic Development Department was the establishment of a new Economic Development Strategy. The focus of the department will be to find a unique opportunity to attract, retain and promote business throughout the city of Pomona.

Major Development Projects

Some of the major developments which took place around town in 1994 include:

- Signed agreements between the agency and Wal*Mart (to locate at the Regional Retail Center);
- Completion of an Environmental Impact Report (EIR) for a Regional Retail Center at the northwest corner of the 71 and 60 interchange;
- Completion of Circuit City alongside Toys-R-Us at the southwest corner of the 71 and 60 interchange;
- Adoption of the AB 1290 Implementation Plan outlining the city's plan for affordable housing;
- Adoption of a Downtown Specific Plan;
- Completion of the 71 Corona Expressway and State Route 60 interchange;
- Successful refunding of a $51.5 million Tax Allocation Bond.

Wal*Mart

An agreement to place a Wal*Mart at the southwest corner of the 71 and 14 interchange and the former Thomas and Rio Rancho Road was approved. The Wal*Mart will include 126,900 square feet of retail space, with a potential expansion of an additional 30,000 square feet and will generate a new source of sales tax for the city of Pomona. It will be built in conjunction with the surrounding mixed-use development. Wal*Mart will provide approximately 250 new jobs and about $35 million in annual gross sales. Construction is expected to commence in the spring of 1995.

GVD Exclusive

An agreement to negotiate exclusively with the Palomar-based GVD Redevelopment, Inc. led by Gerald Vance Dicker, was approved and has been signed by both parties. This agreement will hopefully lead to the development of the 43 acres of the Regional Site surrounding the Wal*Mart Project. The development of the Pomona Regional Center will ultimately include approximately 500,000 square feet of retail commercial space.

Card Club Proposals

Two Card Club proposals came before the City Council for review and approval. The City Council rejected the Final Environmental Impact Report on both clubs. Champs is proposing to construct a 60,000-square-foot building sufficient to operate at least 50 to 400 tables. The card club will be located at the southwest corner of Reservoir Street and Walnut Avenue, commonly known as 1000 East Walnut Avenue. City Council has approved the licensing agreement.

Malachite Corporation is proposing to develop a theme-park type card club called "Tradewinds" at the southwest corner of the Los Angeles County Fairgrounds property, north of Fairplex Drive/McKinley Avenue intersection. This site consists of approximately 14 acres. Tradewinds will include a 60,000-square-foot building, sufficient to operate at least 50 to 300 tables. The licensing agreement is pending.

Circuit City

Pomona Market Place

Circuit City was completed in late October and officially opened in early Nov. 1 Circuit City is part of the Pomona Market Place development located at the southeast quadrant of the 60/71 Freeway at 2727 South Towne Place. The 53,500-square-foot Circuit City joined the existing 45,453-square-foot Toys-R-Us which has been operating since Nov. 22, 1993. Other leases are under negotiation.

Downtown Specific Plan

A Specific Plan for the downtown area of Pomona was approved on May 2, 1994. The Plan provides specific guidelines critical to future development in the downtown area. The Redevelopment Agency assisted with the drafting of the Specific Plan and with the subsequent Phase II which included the information relating to the proposed Downtown Metrolink/Regional Transportation Center.

Downtown Metrolink Station

The City of Pomona has an existing Metrolink Station located at the north end of Pomona at 255 Santa Fe Street between Fulton Road and Garey Avenue. This line links San Bernardino to Downtown Los Angeles. A second Metrolink Station is proposed for Downtown Pomona to be located at the old Southern Pacific Depot between Commercial Street and Garey Avenue. The second Metrolink Station will form a line which runs between Riverside and Downtown Los Angeles. The Downtown Metrolink Station will be designed to be a Regional Transportation Center. The Downtown Station could be up and running by late 1995.

60/71 Freeway Interchange

This three year project commenced construction in May of 1993. The interchange is designed to connect the 60/71 freeways without traffic having to stop and will widen and improve both freeways. It is expected to be completed several months ahead of schedule. The completion date for the project is November 1996, or May 1997, may be much earlier.

General Dynamics-Renovate Plan

Located at the intersection of West Mission Boulevard and the existing 17,000-square-foot building, which has been operating since November 1993. The site was outlined to accommodate the growth of the 50 acre, Navy-owned site. The Navy is required to replenish the site to other federal agencies soon. Unless another federal agency proposes a use for this site, the Navy is required to first in line to gain primary control to develop this 160-acre site.

All in all, the highlights of 1994 include:

More than 200 homeowners in a centrally located area of the city agreed during 1994 to improve the exterior appearance of their properties and match Redevelopment funds dollar for dollar to benefit their neighborhoods. Successful refunding of a major state bond which was anticipated that in 1994 added the number of site to the city's existing General Plan.

It is also anticipated that in 1994 the city is expected to develop the Eagle Project, a 250-acre project located off the existing Metrolink Station located at the north end of Pomona at 255 Santa Fe Street between Fulton Road and Garey Avenue. This line links San Bernardino to Downtown Los Angeles. A second Metrolink Station is proposed for Downtown Pomona to be located at the old Southern Pacific Depot between Commercial Street and Garey Avenue. The second Metrolink Station will form a line which runs between Riverside and Downtown Los Angeles. The Downtown Metrolink Station will be designed to be a Regional Transportation Center. The Downtown Station could be up and running by late 1995.

City Appointments

City appointments during 1994 included those of Matt W. Bumgardner as public works director and Peggy Gentry as planning director. An environmental resources management graduate from Texas A&M University, Bumgardner is a member of the American Public Works Association. Formerly a public works director with the city of Huron, California, he has also worked in similar positions for both Avenal and Mariposa.

In addition to having responsibility for road planning, inspection services and other Public Works Department duties, Bumgardner is responsible for park maintenance activities for parks, streets, and drainage and is developing a formal capital improvement program for the city, which includes identifying and prioritizing street and road improvements.

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Tourist Promotion

As the result of a $30,000 service contract to the city with the "increase the number of visitor stays at Desert Hot Springs accommodations," the chamber of commerce was developing a comprehensive plan to promote positions to four. Each CISO is trained in taking reports for crimes against property, such as burglary. The training and additional hours allows 911 dispatchers to use CISOs for immediate response.

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Focus 1994
Year in Review...

Chino Hills second full year as an incorporated jurisdiction saw a continuation of the robust development climate which has characterized the area since the early 1980s, and many important accomplishments reflect the establishment of a unique and independent identity.

On Sept. 13, 1994, the City Council adopted the city's first General Plan. The General Plan, which establishes long-range city policy, was adopted within a few weeks of a state-mandated, 30-month deadline, and is a major accomplishment for a new city and a reflection of the City Council's desire to work diligently and deal effectively with important issues. The General Plan maintains the emphasis on quality development which has been the hallmark of Chino Hills, but also departs from prior county policy on a number of issues: The amount of available commercial and business park land was increased by the City Council, while a planned highway through Chino Hills to Orange County—Soquel Canyon Parkway—was deleted due to its high cost and environmental consequences.

The city adopted the first Parks/Recreation/Open Space Master Plan in 1994. The ambitious Master Plan will guide development, preservation, and use of future parks and recreation facilities, programs, and open space to meet the growing needs of Chino Hills residents.

The adoption of the General Plan provided the spark for the submission of a number of plans for new residential and commercial development. New projects are being examined by the city include the transformation of the hilltop site of the Aerogel munitions factory into a golf course surrounded by high-end, single-family homes.

Chino Hills retained the position as one of the brightest spots in the local construction industry, as home-building continued at a steady pace. More than 500 new homes were built in Chino Hills in 1994; 20 new housing tracts are currently in production. New homes range in price and size from those aimed at first-time buyers to six-bedroom units designed for move-up buyers to custom homes of 10,000 square feet and larger.

The continued development of new homes pushed the city's population to approximately 50,000 residents in 1994.

For the second year in a row, Chino Hills was ranked the Safest City in San Bernardino County. The city credited the involvement of local citizens for the distinction, which is based on crime statistics collected by the state of California Department of Justice.

Chino Hills was named one of 13 California Healthy Cities—the first and only Healthy City in San Bernardino County. The Healthy City approach is to improve the lives of residents through a variety of programs. Chino Hills decided to focus on work for the first time, non-violent juvenile offenders through its Youth Intervention Program and the Chino Hills Advisory and Mentoring Program (CHAMP). More than 60 Chino Hills residents are currently serving as volunteers on the Healthy Cities project. The political science department at Cal State University, Fullerton, is completing an extensive telephone survey of residents as part of the Healthy Cities project.

Construction of improvements to the park included the addition of two new ballfields (and the renovation of four others), a "no hit" play area, a concession stand, new parking, and night lighting for the park's six ballfields. Chino Hills' busy sports leagues said they needed more fields in order to accommodate their ever-increasing enrollment in softball, baseball, soccer, football, and other sports for children and adults.

Two new public parks were opened in 1994 to serve the city's growing population of families. Crossroads Park and Coral Ridge Park were opened, providing new park space and the first public built since incorporation—residents of the southern portion of Chino Hills is expected to begin within the next two years. The first major new roadway built since incorporation—Butterfield Ranch Road—was dedicated on Nov. 1, 1994. The 2.3-mile roadway, built at a cost of $10 million, provides a new connection between the Butterfield Ranch community and the northern portion of Chino Hills.

The City Council began the process of seeking a post office for Chino Hills. The postal service currently delivers to more than 17,000 addresses in Chino Hills, which already has its own ZIP code (91709).

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Comcast Cable* weekdays at 6:30 p.m.

*Please check your local cable listings for the time, day and channel in your area, or turn to KZKI Channel 30 on UHF.
Upland, people are the answer to our successful mix of quality living and economic stability. The City of Upland commercial power centers with vast expanses of freeway frontage, a high-tech science park, and an active industrial core, are areas of industrial complex.

The city measures success with the health and quality of its residential neighborhoods, the high academic achievement of its students, and the healthy growth of unique retail sales and service desired by residents. The city does need and proactively seeks community involvement and the business friendly attitude of the City Council and their staff that makes the difference here.

An important “49 City Council” program was to “ensure that Upland’s future is well planned and based on community input.” In January, a public hearing was held on a “Upland Town Center revitalization” that will result in 3,600 homes, 625 apartments, 1,245 commercial units, and 550,000 square feet of office space. Upland residents do not support additional tax for funding storm drain improvements. Seeking a solution, Upland and the San Bernardino County Flood Control District attempted to construct the South Upland Storm Drain Interceptor (S.U.S.I.) in two separate segments. The water and sewer utility lines have been relocated for approximately $1.1 million (July through November 1994). Construction of Phase Two is anticipated in March 1995.

The survey indicates that residents are familiar with property values at the time. Hardware and sporting goods are among the items most purchased within city and county boundaries. Upland captures 74% of the spendable residential dollars within a 10-mile radius. Upland’s innovative marketing endeavors to attract desirable business enterprises in Upland. In the coming year, look for a "Look Upland Campaign." The city measures success with the health and quality of its residential neighborhoods, the high academic achievement of its students, and the healthy growth of unique retail sales and services desired by residents.

Community Involvement Comes Action

"Cops on the Beat" (1994 Omnibus Crime Bill) This federally funded program allows the city to assign police officers to high-priority areas of the city. This program has had a positive impact on the community. Additional police officers have been added through this program, with city-matching funds provided through Proposition 172.

Development of Bike Master Plan: This plan promotes bicycle usage as an air quality and rideability improvement.

Economic Development: A new program was initiated to help businesses during this recessionary time—the RED (Retention, Expansion and Development) Team. RED assists existing business owners desiring to expand or make significant changes in tenant improvements, or businesses that have been located in Upland for 10 years and are facing difficulties. The median age of Upland's residents is 40 years. The survey indicates that the majority of property values are held by citizens and are incorporated when possible. One of those creative ideas was to make better use of under-utilized city-owned property.

Survey Provides Valuable Information

The city also initiated an old idea with a new twist. Using over 40 community volunteers, Upland residents were polled via a standard technique telephone survey. Results were reflected in improved services, future goals, and priorities setting. Results indicated a high level of general satisfaction among Upland residents. Many of Upland’s city services rate favorably in comparison with national norms. Placing in the top 25 percent or above are: Youth Recreation, Pesticide and Water Quality Development and Quality of Development.

(Technology) "Cops on the Beat" This program, initiated in conjunction with the city's "Police on the Beat" program, allows the police department to assign police officers to high-priority areas of the city. This program has had a positive impact on the community. Additional police officers have been added through this program, with city-matching funds provided through Proposition 172.

The city measures success with the health and quality of its residential neighborhoods, the high academic achievement of its students, and the healthy growth of unique retail sales and services desired by residents.

Air Quality Management District agreed to cooperate with the development of the child care center because of its potential impact on reducing air pollution.

How are reducing air pollution and child care services related? A study recently conducted by the Air Resources Board of California Department of Services determined that transportation for child care extends a parent's commute by an average of 1,352 additional vehicle miles per year. By combining community facilities with child care services, these extra driving miles can be eliminated, thereby improving the quality of air by reducing the dispersion of vehicle pollutants into the atmosphere.

For additional information about rates and services, contact the Kid's Station Child Care Center at (909) 608-1054.

Holt Boulevard Streetscape Improvements

For more than 60 years, Holt Boulevard has served as a major circuit for traffic linking the cities of the San Gabriel Valley to the west of the cities of the fast-growing Inland Empire to the east. In 1990, the City of Montclair joined the Holt Boulevard Improvement Study to plan and coordinate the city of Montclair and the community of Holt Boulevard with the other communities along the Holt. The city initiated the Holt Boulevard Improvement Plan in 1994, beginning with the corridor's entry gateways and a streetscape plan to improve the corridor. The Holt Boulevard Improvement Plan includes street design improvements as well as the construction of landscaped median islands. The median islands will be attractively landscaped with flowering plants, palm trees, canopy trees, and ground cover. The median islands located on the west side of Montclair Avenue will feature a consistent design image for the corridor.

One of the key components leading to the improvements on reducing air pollution will be an impressive streetscape program. An important element of the Holt Boulevard Improvement Plan is the addition of a public transit element, which is scheduled to be constructed as part of the Holt Boulevard Improvement Plan. The streetscape plan will extend a parent's commute by an average of 1,352 additional vehicle miles per year. By combining community facilities with child care services, these extra driving miles can be eliminated, thereby improving the quality of air by reducing the dispersion of vehicle pollutants into the atmosphere.

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Non-Profit/Charities in the Inland Empire

Laid out alphabetically

Charity Name | Address | Phone | Email | Website | Description
--- | --- | --- | --- | --- | ---
American Heart Association | 1234 Elm Dr., Ste. 205 | (999) 426-1234 | | | Specializes in heart health

American Heart Association at Riverside United Way | 233 W. Avenue C, Suite 209 | (999) 426-1234 | | | Provides heart health resources

American Red Cross | 43277 Ramona Mingus Ln. | (999) 426-1234 | | | Assists with disaster relief

American Red Cross — East Chapter | 255 N. Main St., Ste. 200 | (999) 426-1234 | | | Provides disaster relief

Barbara St. Claire’s Children’s Center | 500 W. Main St., Suite 200 | (999) 426-1234 | | | Provides services for children

Barbara St. Claire’s Children’s Center | 500 W. Main St., Suite 200 | (999) 426-1234 | | | Provides services for children

Cedar Home Rehabilitation Center | 1234 S. Main Ave. | (999) 426-1234 | | | Provides rehabilitation services

Children’s Fund | 301 W. Main St. | (999) 426-1234 | | | Provides funds for children

China Valley YMCA | 2345 W. Main St. | (999) 426-1234 | | | Provides youth programs

Christian Action | 300 W. Main St. | (999) 426-1234 | | | Provides community support

Family YMCA of the Desert | 500 W. Main St. | (999) 426-1234 | | | Provides family programs

Fudpak ADP Program | 650 N. Main St. | (999) 426-1234 | | | Provides nutritional supplements

Huronorum Outreach Program & Education | 1234 E. Main St. | (999) 426-1234 | | | Provides educational resources

Inland AIDS Project | 2124 Park Ave. (32200 San Bernardino Ave.) | (999) 426-1234 | | | Provides services for HIV/AIDS

Inland Area Foundation | 1234 E. Main St. | (999) 426-1234 | | | Provides community support

Inland Area Foundation | 1234 E. Main St. | (999) 426-1234 | | | Provides community support

Larry Beye Books, Inc. | 222 W. Main St. | (999) 426-1234 | | | Provides books

Makula Web Foundation (I.E.) | 321 W. Main St., Ste. 200 | (999) 426-1234 | | | Provides web services

The charity listed may have been deleted or closed, or due to a change in the organization's name. The information in order was obtained from the charities listed. To the best of our knowledge the information provided is correct. This list is not an endorsement or approval of Good. While every effort is made to ensure the accuracy and completeness of the list, errors and omissions are not uncommon. For more information or additions or corrections to any organization included on this list, please contact the Inland Empire Business Journal.
Economic development is a primary facet of San Jacinto's mission. The city is committed to ensuring that the quality of life, provide support services; and, increase employment opportunities for our citizens and businesses. By aggressively pursuing a comprehensive economic development program, San Jacinto will become a balanced community of residential, commercial, and industrial development.

**Commercial**

Expanding commercial opportunities is a major goal of our economic development program. San Jacinto offers excellent retail sites, fast-track development processing, strong demand statistics, and a continually growing population base that meets the needs of the very attractors of retail and other commercial users.

Construction on San Jacinto Valley Fair's, our Superblock project, is well underway. Phase II, which will include a drive-in movie theater, was completed with the opening of Burger King in November 1994. Phase II began in September of 1994 and will include our entertainment center. Metropolitan Theatres will own and operate a 12-plex first run movie theatre, as the first tenant in the entertainment center. They plan to open in May 1995. Construction will begin on the 24,000-square-foot roller skating rink and outdoor hockey arena in mid-1995. Phase III will include the city's first Foothill Freeway offramp interchange with freeway running through Highland by locating at the Base Line offramp with freeway visibility. The city of Highland is ideally located with easy access to the other freeway interchange parcels continues. Please contact the city of Highland with any questions regarding these projects.

The Ramona Golf Center opened in October of 1991 with a driving range. This three-phase project will also include a driving range and golf training area to complete.

**Industrial**

Significant industrial growth is anticipated for San Jacinto's northeast sector with over 700 acres of prime land zoned for manufacturing uses. This land offers convenient access to major highways and availability for full development or larger industrial users.

A summary of 1994's industrial activities:

- To spur building activity, the City Council waived and deferred several industrial and commercial fees for sale of the City. This was effective in late 1994.
- The City's 1994 industrial activities:
  - A new 3,000-square-foot building on State Street, south of Esplanade. Plans include an enhanced architectural facade for the building that faces State Street.
  - The Foothill Freeway offramp interchange with freeway running through Highland by locating at the Base Line offramp with freeway visibility. The city of Highland is ideally located with easy access to the other freeway interchange parcels continues. Please contact the city of Highland with any questions regarding these projects.
  - The city approved to use CDBG funds to install a new storm drain along Main Street. The storm drain will allow shoppers to get to the businesses on the south side of Main Street without wading through water during severe rain periods. Construction is expected to begin sometime in 1995.

**Redevelopment**

Housing — Brown and Second Street Project Target Area

As part of redevelopment activities, each Redevelopment Agency must set aside 20% of its redevelopment funds for low- income housing. The City has elected to fund the Second Street neighborhood as our first neighborhood target area. We have received 42% per year bids for our Brown and Second Street housing project. Work includes improvements to the area's curb, gutter, sidewalk; development of 11 owner-occupied, single-family homes to be sold to low-income moderate families, and a continually growing population base that meets the needs of the very attractors of retail and other commercial users.

**Business Retention**

- Realizing the significant economic impact of the Domenigoni Valley Redevelopment Agreement, the City is committed to developing a comprehensive marketing and sales plan. The City and Chamber of Commerce are working together to develop and expose potential prime contractors. Targeting contractors who are building on the projects and developers and the bid-winning contractors, two directories were developed for distribution to potential homebuilders and real estate agents. The successful bidders.
- Three businesses were recognized during 1994 for their demonstration of City Pride. Breen's Restaurant, Freeman's Ace Hardware, and Hotel Encore, were selected by the City Council as the recipients of the City's Annual Business Pride Award. These businesses have similar characteristics, including good location, quality commercial buildings, customer service, and friendly employees.
- The City is committed to providing a quality shopping center at the intersection of Highland Avenue and Main Street. Highland Avenue, which is well underway. Construction on the Superblock project, is well underway. Phase II, which will include a drive-in movie theater, was completed with the opening of Burger King in November 1994. Phase II began in September of 1994 and will include our entertainment center. Metropolitan Theatres will own and operate a 12-plex first run movie theatre, as the first tenant in the entertainment center. They plan to open in May 1995. Construction will begin on the 24,000-square-foot roller skating rink and outdoor hockey arena in mid-1995. Phase III will include the city's first Foothill Freeway offramp interchange with freeway running through Highland by locating at the Base Line offramp with freeway visibility. The city of Highland is ideally located with easy access to the other freeway interchange parcels continues. Please contact the city of Highland with any questions regarding these projects.

**History and Demographics**

- The city of Highland, nestled at the base of the San Gabriels, is one of the fastest growing regions of California. Highland, which is located in San Bernardino County, provides access to the Los Angeles-Orange County market, one of the largest consumer markets in the United States. Forty-eight percent of the California market is within one hour of San Bernardino County.
- Highland's proximity to the mountains allows for a gateway to the mountain communities of Big Bear, Lake Arrowhead, and Crestline where fishing, water- and snow- skiing, and other recreational opportunities abound.
- The city's original downtown was founded in 1891, although sporadic agricultural and residential development did occur before that time. Highland's early history is still in use today and comprise the Historic Highland District located on Palm Avenue.
- Highland remained largely a rural, unincorporated area until the early 1950s. The Master Planned Community of East Highlands Ranch began construction. The city staff is able to respond to business owners' concerns and vice versa. These informal meetings are being developed by Mobility Corporation. When built, the ranch will contain over 2,700 dwelling units as well as retail and commercial facilities.

**Development Opportunities**

The city of Highland is ideally located with easy access to a variety of transportation systems. Interstate 215 lies within one hour of the city. The city is constantly on the lookout for businesses who are interested in developing a commercial or industrial facility in Highland. Although no specific site plans are available, it appears that the airport will be a major employment source and will have a major impact on neighboring Highland.

The the city has a pro-business attitude and encourages planned, quality commercial development.

The San Bernardino International Tradeport/Airport (former Norton Air Force Base) is located in the city of San Bernardino and to the south of the city of Highland. The city of Highland provides access to the Los Angeles-Orange County market, one of the largest consumer markets in the United States. Forty-eight percent of the California market is within one hour of San Bernardino County.

**The city has a pro-business attitude and encourages planned, quality commercial development.**

Highland has an abundance of commercially zoned land with numerous large vacant parcels. There are approximately 290 acres of undeveloped commercial/industrial land in Highland. When compared to the approximately 80 acres of undeveloped vacant land in Pasadena. There are three freeway onramps in Highland that expand commercial opportunities for Highland as well as providing Highland with access to major markets in Los Angeles and San Diego County. The city is well served by the Inland Feeder Pipeline and is approximately 13 square miles with an estimated 2,300 acres of undeveloped land that are easily accessible to Highland.

The agrarian legacy of the area is preserved by the numerous equestrian and pedestrian trails which are planned on a citywide basis. The city also provides a 12-acre public park in July 1993 and is currently developing a 12-acre parc that will highlight the citrus agricultural context of the area.

East Highlands Ranch and other housing opportunities abound in Highland for the first-time home buyer to the upscale move-up buyer. As of July 1990, the city's planning commission had processed a rezoning request that reports that the median price of a home in San Bernardino County was $248,875 for Orange County and $216,853 for Los Angeles County. These housing opportunities have caused Highland to grow at an average annual growth rate of 5% over the past five years. Highland's growth rate from January 1989 to 1990 was 7.2%. According to the State of California, Highland's population as of January 1, 1994 was 39,493, people, with a projected build-out population of approximately 62,000 by the year 2020. Highland's proximity to the mountain communities allows it to serve that consumer market of about 500,000 people.

The Los Angeles Chamber of Commerce selected Highland as an economic development opportunity in 1990. Today, the city is working with several state and local agencies to develop a comprehensive economic development strategy. The city is constantly on the lookout for businesses who are interested in developing a commercial or industrial facility in Highland.

**Economic Development Report**

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The Ramona Golf Center opened in October of 1991 with a driving range. This three-phase project will also include a driving range and golf training area to complete. Significant improvements are already underway on East Main Street and San Jacinto Avenue. Facade improvements are being made to the shopping center just north of the southwest corner, that houses the new Sav U Foods. The center owner wishes to demolish the existing retail space and build a new retail space. As part of a joint effort between the city and ARCO, construction crews are already installing a new storm drain, removing the dips on Seventh Street; and installing new curbs and gutter at the intersection. At its completion, San Jacinto Avenue will be widened 10 feet along the ARCO property.
**Focus 1994**

**City of Palm Desert**

*Year in Review...*

Some say the sun shines a little brighter in Palm Desert. Whether fact or fiction, few would argue this was the case in 1994. While retail was the major focus a year ago, education, real estate development and technology stepped up to share the limelight in 1994.

**A Tale of Retail**

New on the retail front is Desert Crossing, which, when completed, will be the second largest retail complex in the Coachella Valley. This 479,000-square-foot shopping center is slated for opening in early March 1995 with a Target store, followed soon by T.J. Maxx, Circuit City and Marshall’s, the latter two are relocating from other Palm Desert centers.

Overall, retail continues to receive glowing reports. Retail sales in Palm Desert were the highest in the valley for the first quarter in 1994, amounting to $377 million. Gross retail sales were up nearly 15 percent from fiscal year ’92-’93 to $714 million, due in large part to the annexation of the Price Club area and the new stores in the Warner Plaza, including Circuit City and Meny’s.

**Higher Education**

Palm Desert’s brilliance isn’t confined to the retail world. There are a lot of bright minds here in Palm Desert. The University Board of Trustees recently conducted a ground breaking of the Multi-Agency Library—one of the first of its kind in the nation. A partnership between the city, College of the Desert (COD), and the Riverside City and County Public Library, this 43,000-square-foot facility combines the Palm Desert Public Library and the COD Library into one comprehensive community resource. Located adjacent to the McCallum Theatre, the library will feature a number of services including business and academic reference centers. It is scheduled to open in fall 1995.

**A City on the Move**

Palm Desert has always been a city on the move, but this has never been truer as Palm Desert creates its future by being at the forefront of technology, fuel cell technology, that is. “We want to be the Silicon Valley for alternative energy,” said Shillock.

Despite electric-powered golf carts and the importance of fuel cell technology, the driving force in Palm Desert continues to be tourism.

**Tourism**

Though the sun shines a little brighter in Palm Desert, the city continues to be home to a variety of activities and attractions. The year 1994 also saw the completion of the first stage of the Palm Desert Shopping Center, a 12.6 percent increase in taxable sales, resulting in $4.8 million from TOT taxes.

In December, the Palm Desert 5K brought nearly 1,300 runners from all over the country—exposing a whole new market to Palm Desert during the inaugural event which highlighted the Men’s USA Track & Field National Championship. Within the hospitality industry itself, the rising star was the restaurant sector which sparkles with nearly a dozen new restaurants which debuted in 1994. From Morton’s Steakhouse, the most recent Max’s Opera Cafe, to Little Russia serving Armenian cuisine, Captain Cook’s seafood with a Cajun twist, to Banana for the desert’s newest night spot, the restaurant scene is heating up.

**Sports is the Name in Real Estate Game**

Business isn’t just cooking with the restaurants either. The Cook Street area has its share of the action. The territory bounded by Cook Street, Country Club, Frank Sinatra, and Portola, better known as the controversial Section 4, was finally approved. This exciting master-planned development calls for two 18-hole golf courses, a clubhouse and golf learning center, a 540-room resort hotel, a conference center, a Marriott timeshare resort, possibly a museum, and medical and professional offices introducing the two city-owned golf courses designed by PGA Tour Player and desert resident John Cook.

Palm Desert is actively encouraging research into fuel cell technology to build a new industry in the desert.

As if this weren’t enough in one year, just a few hundred yards away, a major sports complex is taking shape. Designed by Disney Company, the park is expected to draw leagues and visitors from all over the county. Also part of the game plan is basketball, soccer and volleyball facilities, as well as a restaurant.

With all this activity, it’s not surprising that building revenue is up more than $22 million from July-November 1994—4.1 percent increase from the same period last year.

But the biggest growth spurt actually came overnight when the city council gave birth to 11,000 new residents. The annexation of the Palm Desert Country Club now makes them proud “parents” of a population of 40,007—SALUTE!

And as sunny as 1994 was, 1995 looks even brighter with the fulfillment of action taken in 1994, and the continued development of alternative energy technologies.

For more information about starting or relocating a business in Palm Desert, contact the city’s economic development department at (760) 346-4411. For residential or visitor information, please contact the Palm Desert Visitor Information Center at (800) 872-2428.
Corporate Business Solutions

It has all the makings of a television movie of the week.

A spirited woman lands a big account for her employer. The employer lays her down. She quits her job. Her Las Vegas pit boss sister takes her job and moves to California. In the midst of a recession, she goes into business together. The big account signs with them. Learning as they go, they work, they struggle, they worry, and they build a business that does $1 million in sales in its first year.

Suddenly, the sister who is president in the hospital with a life-threatening illness. The former pit boss has to run the business on her own. She struggles, she triumphs. The business grows. Three months later, the president sister comes back. They sign their most challenging deal ever.

You won't find this success story on any TV network (yet). It's taking place right here in the Victor Valley, at Corporate Business Solutions. While managing an office for a worldwide clerical/industrial employment agency, Debi Halmaner landed a big account. The medical laboratory was nationwide, represented a 90% markup, and needed phlebotomists (people who draw blood). Despite the profit margin, her employer decided the deal was too risky and turned it down.

In January 1993, Debi and her sister, Lori Akins, subcontracted office space from Elsie Miller, who was medically instrumental, and truly helped them get started. It took them until April to find a company to write the Workers' Compensation insurance policy. By May they had grown out of their filing systems.

Corporate Business Solutions specializes in hard-to-find employees in the medical industry, they can provide employees from front office clerks to doctors, physical therapists, LVNs and nurses. They also represent a group of agents in the area of the temporary industry and opened an industrial temporary agency in 1994.

Learning as they go, they work, they struggle, they worry, and they build a business that does $1 million in sales in its first year. They are called the "Win-Win" partners because their company motto becomes, "You won't find this success story on any TV network (yet). It's taking place right here in the Victor Valley, at Corporate Business Solutions."

San Bernardino Agreement Will Save Money, Environment

By Chris Newey

The San Bernardino mayor and city council voted today to save taxpayers thousands of dollars a year and help save the environment at the same time.

The city will enter into an agreement with Southern California Edison to implement the Everest solution, a new concept in energy management, which lowers utilities cost and energy consumption, resulting in improved environmental safety. With the Everest solution, the city will reduce annual utility costs by $166,000 a year in three facilities, including City Hall, the Feldshum Library, and the Carousel Mall. The project will involve the installation of replaceable units of chillers, new lighting, and installation of occupancy sensors in the buildings. The city will finance the project over the next 10 years at $137,000 per year, resulting in an annual net savings of $29,000. After 10 years, the annual net savings to taxpayers is estimated to be $166,000.

Southern California Edison will provide upfront costs for the installation of the project. "Everest is the hot topic in facilities lately," said Company President Shamir, facilities manager for the city. "It's a brand new concept that will not only save the city money, but will put us in a proactive leadership role in environmental improvements in the Inland Empire."

By lowering energy consumption, Southern California Edison will produce less energy, resulting in a reduction of carbon monoxide emissions by 4,000 cars off the road, Shamer said.

The ozone layer will benefit as well by replacing an ozone destructive CFC refrigerant in City Hall's central chiller system with a more environmentally friendly refrigerant.

This replacement will also save money due to a ban on the CFC refrigerant's future manufacturing, which, if not replaced, would cause maintenance costs to increase even more in the future, Shamer said.

The city plans to have the Evenst installation completed in July of 1995. Shamer said there will be no inconvenience to any buildings during the installation period.

"This is a win-win situation for everyone—the city, Edison, taxpayers and the environment. We can only gain from this agreement," said Mayor Tom Minor.

C om m e n t A ry

Continued From Page 6

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IBCM
Taking Control of Your Company's Cash

Collection programs that encourage "handing up" will typically have the effect of generating animosity and reducing the likelihood of early payments. However, the original negotiations explained your collection program and its methods. In case of a default, a collection, a call collection should simply right to the party and get on record. This is a matter of keeping people on the line and not getting too much before putting it out. This will cut down on the amount you may have sold on credit, especially when it comes to receivables. Your company's customers. Many of the negotiated payment terms used to control the cash-flow can be renegotiated and applied for your best advantage. Negotiated payment terms with your vendors should include the explanation of benefits that can be accrued from cash discounts, convenient timing of payments to coincide with your cash-flow cycle, or even more specialized arrangements with lines of credit, bartering, and equity investments. Any savings could be important in reaching your goals of profit and growth. Most suppliers and vendors would appreciate your spelling out these goals knowing that you are trying to get your money back in a timely fashion.

Accounts Payable

As indicated earlier, it would be ideal if the company were reduced from one to two pay periods every 8 to 10 days, or a 75 percent reduction in the working-capital requirements.

The company had annual sales of $5 million before the restructuring, so its required net working capital of 80 days of sales value equated approximately $1,096,000 ($5,000,000 ÷ 365 ÷ 80). During restructuring, the working-capital requirements used to reduced to 20 days of sales or approximately $274,000 ($5,000,000 ÷ 365 ÷ 20), and the remaining $822,000 was used to reduce expensive debt and to reinvest in assets to support increased sales levels.

Approaches To Controlling Working Capital

The key to cash management is controlling the working capital accounts, thereby reducing your investment in working capital. To effectively manage working capital accounts, the business manager must focus on the individual elements of working capital, such as inventory, accounts receivable, accounts payable, and cash position management and the possible use of bank cash-management services.

Inventory

To adequately control inventory, control should be given to reducing the lead times required for materials and services. Without good inventory management, managing overall lead times can result, frequently causing significant inventory build-up.

One final note on payment terms for suppliers is the non-payment of large contracts or that have a few very major customers: negotiating specific terms of payment and methods of payments can be critical to the liquidity of the business. If large amounts are to be received from a limited number of customers, it may be advantageous to negotiate with those customers for wire transfer payments, and possibly, trade cards in gaining earlier availability of those funds. Again, a creditor relationship with the customer requires that the full range of issues for a mutually beneficial relationship is critical to maintaining sound receivables.

Accounts Payable

If you are in a business where your company must work on extended terms, you may want to consider the bid on payment terms. The bid can specify that the customer will pay in a timely manner. This is a way to get the money back in a timely manner and to improve your cash-flow cycle.

Accounts Receivable

The investment in accounts receivable and related risk of customer default is typically minimized by those companies that maintain working relationships with their customers. Payment terms, credit limits, and collection procedures must be used to reinforce the basic agreements already negotiated with the customer. If your payment expectations are made clear to the customer during the negotiations, your company can then focus on the time pricing and service levels are meaningful. Information on sales and other material requirements, and labor requirements. With good management information systems, changes in any variable can quickly be reflected in inventory and production plans.

Staff Control Provides Services Throughout Southern California

Staff Control, Inc. has a long tradition of success in the temporary staffing industry. Founded over 13 years ago by Donald N. Ecker, the company operates 16 branch offices in Los Angeles, Orange, Riverside, and San Diego Counties. As a full-service professional staffing company, Staff Control provides temporary service personnel, resource services, safety and health management, and employment services. Temporary placement, full-time placement, payroll processing, and a variety of automated attendance and time recording services.

February 1995

Sectors

Many of our clients are part of the health care industry. For the last 15 years, our company has specialized in that area and we have developed a strong reputation in the medical staffing industry.

A primary goal of the organization, reinvented Campbell, is to help each other within the industry. By helping others, you help yourself. Other organizations can help certain people more than we can, and we refer them to those organizations. There are so many different organizations with the same goal—helping each other. Among these organizations are the National Association of Women Business Owners (NAWBO), the Latin Business Association, the National Association of Women Construction (NAWIC), the National Association of Women Business Owners (NAWBO), and the Latin Business Association. Many of us have chosen to focus on helping each other and effecting change, rather than on our individual differences. The WCOE mission statement is evidence of this, as it states the organization's intention to make "a positive difference for women within the industry so that there will be a fairer gender wage gap and more into balance. In a practical sense, you can take certain actions that have the effect of giving you non-interest-bearing loans from your suppliers.

When you negotiate the terms of your relationship, try to extend your credit period to 45 days or more. This is a matter of keeping people on the line and not getting too much before putting it out. This will cut down on the amount you may have sold on credit, especially when it comes to receivables. Your company's customers. Many of the negotiated payment terms used to control the cash-flow can be renegotiated and applied for your best advantage. Negotiated payment terms with your vendors should include the explanation of benefits that can be accrued from cash discounts, convenient timing of payments to coincide with your cash-flow cycle, or even more specialized arrangements with lines of credit, bartering, and equity investments. Any savings could be important in reaching your goals of profit and growth. Most suppliers and vendors would appreciate your spelling out these goals knowing that you are trying to get your money back in a timely fashion.

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## Task Force on California Tax Reform Calls for Major Tax Cut


Last January, during his State of the State speech, Gov. Wilson directed the Governor’s Council of Economic Advisors (GCEA) to “advise how we can reduce or increase other taxes to most effectively spur additional job creation.” A task force of committee members and outside experts was appointed by GCEA Chairman Dr. George P. Shultz.

“Building on the recent business climate improvements in workers’ compensation and the regulatory environment, this tax reform would quicken and strengthen economic growth, raise family income levels, and help the private sector create more jobs,” said Task Force Chair Dr. Michael J. Boskin.

In issuing its report, “Building a Better California: The Tax Reform Component,” the Task Force reports California ranks fifth in the nation in corporate income taxes as a percentage of personal income—50 percent above the national average for states with such a tax, and 67 percent above the average of all states. California’s corporate taxes are the highest in any Western state.

California’s highest marginal individual income tax rate of 11 percent is higher than any state except Massachusetts and Montana.

“Even though we project additional General Fund revenue gains of at least an additional $37,542 billion, it is imperative that we go on spending. If we don’t stop spending, we will exhaust all our revenue increases and more,” Dr. Boskin said.

The Task Force recommends a straight-forward, across-the-board reduction in personal and corporate income tax rates. This action would add disposable income for all businesses and investors that California’s business and jobs competitiveness will position the state’s 

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  - Listed Alphabetically
- Task Force on California Tax Reform Calls for Major Tax Cut
- California's highest marginal individual income tax rate of 11 percent is higher than any state except Massachusetts and Montana.

*The charts required for general users listed above this box provide data in one of five ways: TopList offers October revenues, etc. The information shown in these charts are based on data from the California Business Journal. In order to use this information, you must purchase the data and sort it. The copyright and ownership of the data remains with the California Business Journal.*

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### California's highest marginal individual income tax rate of 11 percent is higher than any state except Massachusetts and Montana.

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**FOR FASTEST SERVICE**

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If finding missing children were this easy, we wouldn't need your help.

Finding children doesn't advertise themselves. In fact, since the majority of them are abducted by a parent, they might not realize they're "missing." At that, it makes them tougher, and why we're asking for your help.

In your professional capacity, you might be able to identify an abandoned child, or a parent who may have abducted a child. If so, please contact Child Find of America. Or ask the police, people who may have found the abduction.

This IS child abuse. The child is being done to by his/ her parents, but no one wants to come in for confidential mediation. Our toll-free hotline is 1-800-3-WAY-OUT. It could just be the way they're looking for help.

---

Restaurant Row

By Ingled Anthony

Romantic Dining in Rancho Mirage

While the occasion calls for romantic dining with pampering, attentive service, look no further than Continental Cafe. This Parisian-style bistro pleases the most critical gourmet with an extensive menu which features Osso Bucco to lamb stew and Texas-style ribs—something, indeed, for everyone. The comfortable dining room, which seats only 60, combines simple

Best Gourmet Restaurant: Barlows, 445 E. Sunny Rd.

Best Family Atmosphere: MGM Grand Hotel, Casino & Theme Park, 7799 Las Vegas Blvd. S.

Best Newcomer: Barlows by Ingrid Anthony, 1399 E. Sunny Rd.

Best Strip Hotel: Caesars Palace, 3700 Las Vegas Blvd. S.

Best Hotel Atmosphere: Treasure Island, 3300 Las Vegas Blvd. S.

Best Production Show: Mystere at Treasure Island, 3300 Las Vegas Blvd. S.

Best Place to Go on a Budget: Red Rock Canyon National Conservation Area.

Best All-Around Vegas Performers: Shirley MacLaine at Showboat, Desert Inn, 3140 Las Vegas Blvd. S.

Best Laugh Perfomer: Sam Butera & the Witnesses, Desert Inn, 3140 Las Vegas Blvd. S.

Best Lounge Performer: Cabaret of Burgers at Caesars Palace, 3700 Las Vegas Blvd. S.

Best Newcomer: Restaurant Row, 3700 Las Vegas Blvd. S.

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The Wine Cellar

New Releases

Mond on Wine

by Jerry D. Moss

Coppola's Greatest Production

Forget "The Godfather," "Frankenstein," and "Peggy Sue Got Married," Francis Ford Coppola is going to be best remembered by wine lovers for reestablishing the estate of Gustave Niebaum, founder of Inglenook Vineyards and Winery at Rutherford, Napa Valley.

A letter of intent to sell the property to Coppola was announced by Heublein Co. on Dec. 9, 1994, and may be its first honor that act to the venerable old estate since acquiring it by purchasing United Vintners in 1968. UV had purchased Inglenook in 1964.

Francis Coppola has achieved his dream. We are also happy to demonstrate our commitment to maintaining the integrity of Napa Valley.

Better late than never.

Heublein sold the Inglenook brand, which it had turned primarily into a Central Valley jug wine label, to Canandaigua Wine Co. of New York.

Open Letter to Francis

Dear Francis,

I've got this great idea, see, that will be great for wine and for show business. Write a scene into one of your films where a building just like that big monstrosity warehouse out in front of the chateau needs to be destroyed.

Then you can test this to see how people want it done.

---

Wine Selection and Best Values

By Bill Anthony

Geysor Peak

1991 Alexander Valley
Cabinet Sauvignon... $20
Benziger 1991 Sonoma County
Cabinet Sauvignon... $13
Chateau St. Jean 1991 Sonoma County
Fume Blanc... $8
Wyndham 1992 South Eastern Australia
Chardonnay... $8
Signorello 1992 Napa Valley
Chardonnay... $20
Duckhorn 1992 Napa Valley
Sauvignon Blanc... $15

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& Entertainment Guide

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IN-WIN

THEATER

OPEN 4 - 10 P.M.

---

PERFORMING ARTS CENTER

Riverwalk at Flamingo

(702) 795-2000

7 P.M. - 11 P.M.

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PROMO

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GALIANO'S

---

THE MARKET

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AT GALLIANO'S

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restaurantrow.com

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\"Prices subject to change without notice.\"
Wyoming: Where Seldom Is Heard A Discouraging Word

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**Take a Mineral Bath**

Thermopolis, in the beautiful Owl Creek Mountains, is the place to relax after an exciting day snowmobiling or hot air ballooning (depending on the season). Named after the Greek word meaning "hot spring," Thermopolis sits at the mouth of the spectacular Wind River Canyon and is the home of the world’s largest hot mineral spring (told you this was a very versatile state). Located in Hot Springs State Park on the north edge of Thermopolis, this unique hot mineral water flows from the famous Big Spring to the various public and commercial facilities in the area.

**Snowmobiling Adventure**

After a two-hour checkout on a brand new $3000 snowmobile, you are urged to "go for the big time" and took us on an unforgettable snowmobiling adventure beginning at the Old Rock Shop about 35 miles south of Thermopolis. We had lunch and were fitted with helmets, goggles, long parkas and warm padded pants; then off we went on 30-plus miles an hour, over well-marked trails, sometimes very narrow, trails. It’s the largest hot air balloons ever built. This event attracts hot air balloonists from all over the world.

**Gourmet Dining**

Twelve lakes and hundreds of miles of streams are just a short drive from town for fishing, hunting, and picnicking. The scenery is stunning. The best surprise of all is that you can enjoy the same hospitality and well-prepared food with a gourmet touch, something unexpected in this rough cowboy country.

**Meet the People**

Wyoming’s winter weather is as diversified as the activities that are offered. Dress in layers so you can peel off or add clothing as the temperature changes. At one point you may be comfortable with thermal underwear, a bib, two sweaters and a down ski jacket, as hour later you may have peeled down to one layer of clothing and still feel too warm. Sunglasses and lip balm are recommended.

**Where to Get Information**

To book all-inclusive ski packages, contact Jackson Hole Central Reservations at (800) 225-6451. In addition, Jackson Hole Chamber of Commerce can provide specific information on lodging facilities, activities, and transportation. Call (307) 733-5316. For a free Winter Travel Planner, contact Jackson Hole Visitors’ Council at (800) 443-6901. For more information about participating in this event, call Division of Tourism -1-25 at College Drive, Cheyenne, Wyoming 82002-0646 or call (800) 225-5966.

**How to Get There**

United and Delta can get you to Jackson Hole without a problem. You might have to change planes and take ground transportation to some of the other places of interest after your flight. The trip is well worth your time and effort.

**Restructuring Business School Programs**

Continued From Page 15

Technology has permitted us to introduce interactive learning and instant feedback into our courses. With the new information highway, a faculty member or student from a classroom or office can access material at home, simultaneously with other students in other locations and other courses. The technology permits us to research a topic in most of the modern libraries in the world. We have up-to-the-minute access to databases or other libraries which can be used to make immediate decisions. With the ability to have computers in the classroom, our students can immediately determine the results of their decisions for simulated businesses. Also, with the use of electronic mail, our students are able to communicate with each other and with the instructor.

The introduction of computers and other technologies means that other curricula will have a significant impact on how our students are educated in the future. One of the biggest problems we face in this respect is to convince administrators and politicians that there is, in fact, a new method of instruction which will require revisions to historical methods of allocating resources. This is a particular problem in the California State University system which has until now operated under a very rigid and archaic format. The electronic classroom which permits multi-student, multi-technology and interaction is not presently recognized as an appropriate form of instruction for the future.
Inland Empire Business Chronicle

Jan 1995

Inland Empire Business Chronicle

Retail Commercial Transaction

Michaels of Nevada has purchased a 13,360-square-foot commercial building on 1.2 acres at 13415 Perris Blvd. in Moreno Valley. Michaels plans to open a furniture store in the former Standard Brands building. The seller, Bankers Trust Company of California, was represented by Christina Jacobs and Marianne Wagoner of CB Commercial Real Estate Group, Inc. in Riverside. The buyer was represented by Rosie Denis of Exclusive Realtors.

Inland Empire Business Chronicle

Jan 1995

Retail Commercial Transaction

Monarch Investments has purchased a 1,915-square-foot leased industrial building on 2.97 acres at 2362 Railroad Street in Corona. Sold by The Terraden Corporation, the value of the transaction was approximately $2,000,000. The seller was represented by Jim Koning and David Consani of CB Commercial Real Estate Group, Inc. in Riverside. The buyer was represented by Scott Smith (Anaheim), Bob Goodman (Anaheim) and David Consani (Riverside) of CB Commercial Real Estate Group, Inc.

Southern California Home Sales Flat in November

TW REDI Property Data, a real estate information company, reports that in November, 15,480 new and existing homes closed escrow in Southern California—almost unchanged from the 15,550 recorded the same month last year. Still, year to date figures show that the region's housing market is in better shape than a year ago. Between January and November, close to 187,000 homes were sold in the six county region—an increase of 15 percent from last year—with Orange County leading the way. The TW REDI also reports that average selling prices have stabilized. A typical home in Southern California sold for slightly above $209,000 in the first eleven months of the year.

"The region's housing recovery has been led by entry level buyers who have not been deterred by rising interest rates," said Nima Nattagh, TW REDI's market analyst. So for this year, 53 percent of homes sold were for less than $175,000 compared to less than 52 percent last year.

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CNN INTERNATIONAL AND NATIONAL NEWS EVERY HOUR

LOCAL NEWS EVERY HALF HOUR

LOCAL TRAFFIC EVERY FIFTEEN MINUTES

UCLA

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K-NEWS 1270 AM

"Southern California Business Focus"

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Features Discussions on a Variety of Business Issues

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- John Thornton • Sal Briguglio • Jerry Eaves
- Senator John Lewis • Mike Schenkner • Stan Statham
- Mary Ellentuck • Donn Boesiger • Norm Ayala
- Robert Mondavi • Mary Scarpa

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**CONFIDENTIAL BOX:** All ads are treated as CONFIDENTIAL. Only the advertiser and Chamber will be provided with information on the ad. The ad will be placed in the manner requested and returned to the advertiser. The ad may be delayed, and the advertiser will be notified if necessary.

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**DATE OF INSERTION:** For publication in the January 1995 issue of the Inland Empire Business Chronicle.

**AMOUNT PAID:** $0.25/IN: 1 IN LINE RATE $1.50/LIN: 6 IN WIDE RATE $2.50/LIN: 8 IN WIDE RATE

**AD DATE:** January 1995

**COMPANY:**:

**NAME:**

**ADDRESS:**

**CITY, STATE:**

**PHONE:**

**CREDIT CARD #:**

**EXP. DATE:**

**INLAND EMPIRE BUSINESS JOURNAL**

**P.O. BOX 22, CRESCENT LAKE, CA 92325**

**CLASSIFIED ORDER FORM**

**FAX** 999-999-160

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**NAME:**

**ADDRESS:**

**CITY, STATE:**

**PHONE:**

**CREDIT CARD #:**

**EXP. DATE:**

**INLAND EMPIRE BUSINESS JOURNAL**

**P.O. BOX 22, CRESCENT LAKE, CA 92325**
New Building Permits $500,000 or Larger

**New 12 S.F. FROM $84.00 TO $119.00**

**New 12 S.F. FROM $94.00 TO $121.20**

**New 10 S.F. FROM $62.00 TO $125.00**

**New 1,080,045**
**7**

**New 515,919**
**6**

**New 5,396,087**
**120**

**New 941,871**
**36**

**New 498,874**
**90**
Owner: Sanny Corona, 9870 Avenida de Lago, La Quinta, CA 92253 7-14, 1995.
Inland Empire Business Chronicle

December

5 - Inland Valley political representatives were the center of a political storm after Paul Horcher switched his party affiliation from Republican to Independent and voted for Willie Brown for Speaker of the Assembly rather than support Republican leader Jim Brulte. Richard Mountjoy, who won election to both the Assembly and the Senate, has vowed to stay in the Assembly until he can help vote Brulte in as Speaker, up to and including renouncing the Senate seat if necessary.

13 - Los Angeles Superior Court Judge Diane Wayne used a temporary restraining order to ban the Pomona City Council from signing any agreements with card-club developers. She issued the restraining order after ruling on a request by a citizens' group opposed to signing any agreements with card-club operators. The restraining order to ban the council from signing any agreements with card-club operators is in effect until a hearing to determine if permanent restraining orders are necessary.

17 - The Pomona City Council approved the environmental impact report on two proposed card clubs and then went on to approve a licensing agreement for the Champs Card Club. They delayed a decision on the licensing agreement for the Tradewinds Entertainment Center until a future session because of recent changes in Tradewinds management and investors.

27 - Ontario residents and businesses have already met a 1995 state mandate requiring cities to divert 25 percent of their waste from landfills, avoiding a fine of $10,000 a day. Through recycling, the two groups saved 27.3 percent of their waste from going to the Milliken Landfill.

5 - Inland Valley Water District has decided to close on Mondays in an attempt to save operational costs. The idea came up 18 months ago when the AQMD board of directors was examining a new annual budget. The closure schedule will affect the 31,000 businesses and organizations regulated by the AQMD in the four county district.

October data indicates a drop-back of some 2,500 jobs in the first full month of fall, causing about 40% of the third quarter gains. About 200 of the losses occurred in manufacturing and 500 in construction, with the rest scattered throughout the various service sectors.

October declines in adjusted payrolls were most noticeable in sectors seeing the sharpest seasonal fluctuations around late summer and fall, such as construction, general merchandise stores, and other retailers. In Chart 1, one can see the power of seasonal swings that occur for department stores and other retailers. In Chart 2, one can see the power of seasonal swings that occur for department stores and other retailers. In Chart 1, one can see the power of seasonal swings that occur for department stores and other retailers. In Chart 2, one can see the power of seasonal swings that occur for department stores and other retailers.

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Montclair City Council members with 15 years service may receive 100% medical coverage when they retire if a plan created by City Administrator Lee McDougall is passed. It faces some opposition from residents and a few council members who don't feel the extra financial burden should be placed on taxpayers.

Inland Empire Business Journal

Page 74

January 1995

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Supplemental Water Coming to Morongo Basin

A ceremony marking the activation of the Hi-Desert Extension and Recharge Site will take place on Jan. 12 to mark the importation of supplemental water to the Morongo Basin. The importation of this additional water is a historical event concluding a 20-year effort by the citizens and a $65 million investment in the community.

Ice Skating/Roller Rink Planned for Riverside County

A new $5,000,000, 5,000 square-foot dual surface ice/roller rink will be just minutes away from UC Riverside and Canyon Crest when it is completed in late summer 1995. The Magrino Companies announced the signing of a long-term lease with a local private investor to build the rink at the southwest corner of Central Avenue and the 60 Fwy in Riverside.
Your mommy wouldn't make you walk around in our daddy's shoes, would she? And she wouldn't dress you in his baggy old jacket. So why would she take you to a hospital for big people when she could take you to a hospital just for kids?

Maybe you should ask her. And while you're at it, remind her that Loma Linda University Children's Hospital is the place for kids to go—whether they need a band-aid or a new heart.

So, if you ever get sick, tell your mom you want to come to the new Loma Linda University Children's Hospital.

We're just your size.