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INLAND EMPIRE business journal

VOLUME 9, NUMBER 1

\$2.00 JANUARY 1997

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**YEAR
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**CORPORATE
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FOOD HOTLINE**

**BUSINESS
TEAMS UP WITH
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ASTOR**

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INLAND EMPIRE business journal

CLOSE-UP

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Kanellos J. Astor

VOLUME 9, NUMBER 1

JANUARY 1997

\$2.00

SPECIAL SECTION

HIGHER EDUCATION 17

YEAR IN REVIEW 25

AT DEADLINE

Speedway Paving Gets Green Flag

Yeager Construction is paving the way for Fontana's The California Speedway — pouring the first of what will be 300,000 tons of asphalt — equal to 284 miles of a single-lane road. Paving began late last month in preparation for the track's June 22 opening.

In addition to paving the two-mile, tri-oval speedway, Yeager Construction will widen Cherry Avenue and outlying parking areas.

The asphalt used for the speedway is a mixture specially designed for racing and the Fontana weather. It is designed to stay hard at high temperatures and withstand the lateral forces of the cars. The only cars using the racing surface will be Indy-cars, which typically weigh 1,500 pounds — or stock cars, weighing in at 3,500 pounds.

Edison Sparks Interest in New Program

Businesses that are looking to increase productivity and profitability have a new avenue open to them. Edison's Environmental Pricing Credit program will give customer's a one-time rebate for

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Pamphlet Design Blamed for Voter Decline

Dave Gilliard, a San Francisco-based campaign consultant to unsuccessful 42nd Congressional District candidate Judge Linda Wilde, plans to review the anomaly of voter drop off as a factor in that race when the secretary of state's official statement of the November election is published this month.

Following a very close defeat by incumbent Rep. George Brown, D-Colton, Wilde and her Republican campaign staff considered requesting a recount based on irregularities they said were witnessed during the election. The alleged irregularities were never brought to light, however, and Wilde could not be reached for comment.

Brown won re-election by a difference of 996 votes from 103,336 cast.

Gilliard said by telephone from his San Francisco office, "Many voters complained to Linda that they did not see her name on the ballot."

"People read down the list and voted for the presidential candidate of their choice, and then they turned the page. The list of presidential candidates was lengthy, and at the bottom of that list were the names of the [Congressional candidates], without adequate spacing. Instead of reading all the way down the list, they turned the page and didn't vote

continued on Page 14

Foreclosure Sales by Freddie Mac: Buyer Beware

The Federal Home Loan Mortgage Corp. (Freddie Mac) recently announced a new incentive program to sell foreclosed homes in the Inland Empire. The agency raised the commission to 3.5 percent and an agent can earn up to \$30,000 in bonuses in 1997.

Freddie Mac is also waiving appraisal fees and private mortgage insurance requirements, and is

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Ground Broken for Temecula Spec Building

Brief ceremony and sales agent preview launches Temecula Corporate Center, the first speculative industrial building in the city in seven years.

by Gary Brodeur

Temecula city officials attended a brief groundbreaking ceremony and real estate agent preview for a 92,182-square-foot industrial building, marking the first time in seven

years a speculative industrial project has been launched in that western Riverside County city. Agents and other project participants who attended came from the Temecula, San Diego and Riverside areas.

Named the Temecula Corporate Center and located on a 4.8-acre Highlands Business Park parcel, the divisible concrete tilt-up and aqua glass building is designed to accommodate one or two industrial or research and development compa-

nies. It is being developed by Four-Sher Development Co. of Solana Beach, a "15-year-old builder of speculative industrial-commercial and build-to-suit projects from San Diego to Ventura," according to General Partner Charles Sher.

Representing the project's financier, Escondido-based First Security National Bank, Executive Vice President and Chief Operating

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Artist's rendering of Temecula Corporate Center, the city's first industrial speculative building in seven years.

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Columbia/HCA Hopes to Complete Hospital Mergers

Columbia/HCA Healthcare Corp. is negotiating with the University of California Irvine to become a partner in operating the university's long-troubled UCI Medical Center, in addition to its offers to buy 50 percent of Riverside Community Hospital and 50 percent of Sharp Hospital Systems in San Diego.

The for-profit health care provider has bought non-profit hospitals across the United States since 1987 and has turned them into for-profit hospitals. However, the state attorney general's office has threatened legal action if Columbia/HCA proceeds in their purchase of Sharp Hospital Systems.

Deputy State Attorney James Schwartz said his office was waiting until Jan. 1, when the "Isenberg Bill" — AB 3101 — was to go into effect.

That law, which was sponsored by Attorney General Dan Lungren and carried by Assemblyman Phil Isenberg, D-Sacramento, will require notice by non-profit hospitals to the attorney general of any sale, lease or transfer of a material amount of its assets or its management responsibility.

Under the new law, the attorney general's office must hold a public meeting regarding the pending transaction and issue a written decision consenting to or objecting to the transaction within 60 days of notice.

A spokesman for Columbia/HCA said company officials are "hoping that they can satisfy the attorney general's request in helping to resolve the matter and we can complete transactions with the different hospitals we have been negotiating with."

Columbia/HCA's aggressive attempts to acquire Southern California hospitals is part of a larger trend of mergers in the health care industry. Since early 1994, scores of non-profit community hospitals have been purchased by for-profit hospitals and health care providers — often without public notice or regulatory oversight, and with the chance that such deals may undermine delivery of services.

First, the transaction itself may

be bungled. A hospital built through years of charitable giving may be sold for a below-market price by inept trustees, resulting in the loss of millions of dollars in community investment. Second, after the sale is completed, the result may be reduced access to health care ser-

vices or charity care which a community has come to expect.

The mergers and acquisitions are part of a sweeping national move toward health care efficiency and cost-cutting. The profit motive is often a near-term goal, but in many cases it is also a necessity of sur-

vival. To that end, there's nothing wrong with for-profit hospitals — they may be able to achieve more at lower cost. Despite years of downsizing, the nation is still knee-deep in hospitals — 5,200 — with many

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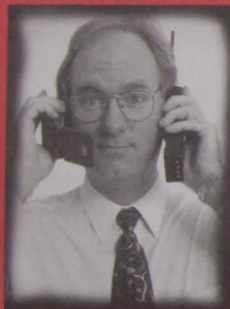
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ABOUT THE COVER

Welcome to 1997! In this issue we will review the past year's events and accomplishments in cities throughout the Inland Empire. These reviews offer increasing evidence that we are recovering from past economic doldrums and are again lifting our heads and hopes. Our cities are growing both in size and in opportunities. Our cover this month introduces the Seventh Annual Inland Empire Economic Forecast Conference at the Red Lion Inn. This event is sponsored by the *Inland Empire Business Journal* in partnership with several local businesses. The cover illustration was prepared by Rusty Halverson of Inland Color Graphics, Corona, CA, utilizing computer-generated, photographic compositing and special effects.

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COMMENTARY

Electric Vehicles: Everyone Pays, but Only the Elite Will Drive

by Anita M. Mangels

What's wrong with this picture? The potential customer for General Motors' newly-launched electric EV-1 [electric-powered vehicle] has an annual income of at least \$100,000 to \$150,000 and is looking for a second, third or fourth car. "Think about Beverly Hills, Brentwood, Pacific Palisades," a GM executive was quoted as having said to the Sacramento Bee.

So if this \$34,000 novelty is intended to be a spare car for the rich, why are California taxpayers footing the bill for at least 25 percent of the sticker price?

That's right. Those who can afford the luxury of owning an experimental electric car with an estimated 90 mile range — as well as the extra \$2,000 for the requisite home charging unit and several thousand dollars every couple of years to replace the battery — may receive a \$3,400 federal tax credit and a \$5,000 "buydown" credit from some local air quality management districts. Other preferences include free public re-charging stations, exemption from fuel and highway

taxes, and various extra perks depending on where you live.

These publicly funded "incentives" — necessitated by the fact that even the Beverly Hills elite can't be counted upon to sink luxury car bucks into an impractical boutique buggy — are financed on the backs of the average Joe and Jane taxpayers who are hard-pressed to afford even the \$13,000, 370-mile range gasoline-powered Saturns sharing the floor with their more glamorous electric counterparts.

USA Today recently reported that millionaire "Tonight Show" host Jay Leno is on the waiting list for an EV-1. Certainly he has the right to spend his money as he pleases, but is it really necessary for average folk's tax dollars, motor vehicle registration fees and other less obvious hidden taxpayer costs to subsidize his car?

Some have suggested that the perceived environmental benefits justify massive subsidies for the EV-1 and other electric cars. But experts have repeatedly concluded that the widespread use of electric vehicles will not make a dent in smog levels. Even the California Air Resources

Board, author of our state's landmark electric car mandate, has conceded that these vehicles will achieve only about 1 percent of the emissions reductions required under the state's own clean air plan.

Consumer Reports, in its September 1996 issue, reported that "electric cars do surprisingly little to cut overall carbon-dioxide emissions ... but the same improvement could be readily achieved, at lower cost, just by improving the efficiency of gas-burning cars."

"The fact is," Carnegie-Mellon University economist Lester Lave told the *New York Times* in August, "we'd not get any benefit from electric cars."

Sierra Research has conservatively estimated that electric vehicle subsidies will cost the public at least \$17 billion. California communities are struggling to stretch dwindling tax dollars to maintain necessary levels of public safety, health care and other essential services, and both parents must work just to pay their family's taxes. Does it make sense to divert billions to the elite few who can well afford electric vehicles without any financial help from the rest of us?

Joe Kennedy — Saturn's vice president of sales, service and marketing — has said: "Together, GM and Saturn are ready to prove that this new generation of vehicles can be a marketplace success." If they're so sure about that, why aren't they asking their shareholders to underwrite any necessary purchase incentives? After all, it is those investors who will reap the financial rewards if the EV-1 is indeed successful.

There will be no such dividends for the vast majority of taxpayers who will be forced to spend billions of dollars paying for electric cars they themselves will never drive.

Or, as Chrysler Chairman Robert Eaton is fond of saying: "Whenever you pass one of those electric cars — and you will pass them — be sure to honk and wave because you helped pay for it."

Anita Mangels is executive director of Californians Against Hidden Taxes, a statewide coalition whose members include the Howard Jarvis Taxpayers Association, Californian Manufacturers Association, Western States Petroleum Association, National Tax Limitation Committee and California Business Alliance.

LETTER TO THE EDITOR

Barter Club Seeks to Clarify Identity

Dear Editor,

In your December 1996 articles on barter clubs, your journal gave a "poor" rating to a barter club called American Barter Network. Their name is so similar to our club that we got negative feedback from your article.

Our club is American Barter USA (AMBUSCA), and we are not associated with that other club.

American Barter USA has been in the Inland Empire for

nine years. As president, I am proud of our 300 or so members and try to prevent overcharge. We recommend they get more than one bid on barter purchases the same as they would [for] cash. ...

You indicated in phone conversations that your journal would be able to clarify the identity confusion with the other club. ...

John K. Landrum
President (AMBUSCA)
Colton

PRO

RESOLVED:

The prototype California Earthquake Authority is sound in principal and theory.

PRO

Analysis of Criticisms of the CEA

by Rondi Walsh

The fund will never reach \$10.5 billion

Critics say that the California Earthquake Authority (CEA) fund likely will be closer to \$7.3 billion since the \$10.5 billion figure assumes insurers with 100 percent of the residential property insurance market will participate.

However, the minimum participation required before the CEA can operate is 70 percent. Since opponents do not expect 100 percent participation, they assume that the figure will be closer to 70 percent. If this occurs, CEA insureds may see their claim partially paid or paid in installments.

Based on the CEA's figures, even if participation were at 70 percent, the fund should be substantial enough to cover an earthquake larger than the Northridge quake. Further, CEA opponents do not give reasons as to why participation will only be at 70 percent. Only time will tell whether participation will grow.

Insureds are not sufficiently protected from unfair claims practices

Opponents argue that in certain situations the CEA policyholders' bad faith tort rights could be restricted if the CEA runs low on funds. In this case, the CEA could get a court order barring bad faith lawsuits against the CEA.

However, this could only occur if the CEA was so low on funds that the success of the entire program was in question. But even if private insurers were providing homeowners with coverage and a large earthquake occurred, jeopardizing the solvency of the companies, the insured could be in essentially the same place, without much recourse. Thus, this alone is not sufficient to oppose the CEA.

Lenders will be paid before claimants

The CEA provides for debt financing when paid benefits exceed revenue from premiums, insurers' initial buy-in, contingent capital contributions and reinsurance. Earthquake damage claims would have a lower priority than repayment of debts, even though the loan would be repaid through a 20 percent surcharge levied on policyholders.

This is a generalization. Only \$1.5 billion of the total fund will come from private investors. Based thereon, if the worst case scenario occurs (exhausting the entire fund), only a small proportion of all of the insureds could be impacted by the repayment of debt. Further, the 20 percent surcharge would only occur if the CEA was disbanded while it owed a debt.

Imposition of a 20 percent tax

Opponents argue that if the Legislature and governor disband the CEA while it owed a debt to bondholders or lenders, insurers who participated in the CEA would be required to levy a 20 percent premium surcharge on all future earthquake policies.

While this is an unfortunate provision of the CEA, it is necessary. There must be some mechanism for funding the CEA. Loans and bonds are necessary with a fund of the magnitude of the CEA. Loans must be paid back whether the CEA continues or is disbanded. The fairest way to repay outstanding loans taken by a defunct CEA is by surcharging customers who purchase future earthquake policies. The Legislature has acted prudently by resolving this potential problem rather than not having any plan for repaying the debt if the CEA is disbanded.

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CON

CON

Government Earthquake Insurance? Watch Out

by Bill Ahern

The Inland Empire is in the dangerous San Andreas Fault Zone. People in older homes which represent their life savings could be wiped out by a big earthquake. Homeowners may want and need earthquake insurance. But watch out: The new California Earthquake Authority's earthquake insurance policies are not like current homeowners', condo or renters' coverage. They put much of the risk on consumers, in three ways.

The first risk is the 15 percent deductible. After a quake, the claimant pays damage up to 15 percent of the dwelling coverage, plus damage to contents above \$5,000 and living expenses greater than a mere \$1,500. This "mini policy" coverage was supposed to entice frightened private insurers back into the market after the Northridge quake. Instead, the Legislature grafted the mini policy onto the CEA.

Second, if the CEA must pay claims of more than \$4.2 billion, policyholders will receive a 20 percent surcharge on their premiums so the CEA can pay more.

Third, if the claims cost more than about \$7 billion and the CEA runs out of money, that agency will pay pro-rata claims. For example, if claims are \$10 billion, policyholders will receive 70 cents on the dollar from the CEA. This turns the usual concept of insurance on its head.

And rates are high: about \$5 per \$1,000 of coverage for most Inland Empire homes. So consumers should consider alternatives: strengthen their houses, especially making sure the frames are bolted to the foundation; shop with homeowners and condo insurers who have not joined the CEA — about 30 percent of the market; factor in help from the U.S. government's Federal Emergency Management Agency

(FEMA) and the Internal Revenue Service (IRS) tax deduction after catastrophic loss; and consider foregoing costly earthquake insurance if the dwelling is fairly new and on firm soil.

Consumers Union wishes Insurance Commissioner Chuck Quackenbush had not sponsored this government insurance creature called the California Earthquake Authority. Large insurers such as State Farm, Allstate and Farmers wanted to protect their homeowners market share and limit their earthquake risks. State Farm has a huge 25 percent of the market. The insurers particularly like to sell highly profitable auto and life insurance to homeowners. So with Commissioner Quackenbush's help, they persuaded the governor and the Legislature to get them off the hook for earthquake insurance with the CEA and give much of the risk to the consumer.

Be careful.

How should this work instead? Consumers Union believes that many private insurance companies should provide multi-peril property insurance which includes earthquake coverage. These companies sell many lines of insurance and spread their risks geographically over the whole United States. Then, to protect against all catastrophes — such as hurricanes, earthquakes and winter storms — they buy reinsurance on the world market. These reinsurance companies insure insurance companies for excess catastrophic losses. Reinsurers spread their risks worldwide.

That is how the private insurance market should work. Instead, we have a California-only, earthquake insurance only, state-run company dominating 70 percent of that

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CORPORATE PROFILE

Food Hotline — the People Who Bring the Restaurant to Your Door

by Gloria Bond

Tom was excited when he pulled into his driveway. It was his sixth wedding anniversary, and after a grueling experience at work, he looked forward to finding his wife waiting for him at home, dolled up in her best. For weeks, he and Mary had planned for this evening. Together, over prime rib at their favorite restaurant, they would reminisce about the happy times in their marriage.

As Tom flung open his front door, his heart sank when his eyes fell upon a messy living room. Sitting on the couch, Mary was looking haggard with her hair still uncombed from morning as she rocked their two-year-old daughter.

"We can't go out tonight," she said. "Jackie has had a 104-degree temperature all day."

Disappointed, Tom stomped directly to the kitchen to phone the restaurant to cancel their evening's reservations. As he lifted the receiver, his wife called from the living room, "Could you put a couple of TV dinners in the microwave, honey?"

Tom winced. Somehow, Mary's suggestion repulsed him.

After he was done with the call, Tom headed toward the freezer for the TV dinners, but a thought then flashed through his brain. Just before he had left work that evening, his secretary had handed everyone in the office a pamphlet. For some reason, that pamphlet seemed unique, but he could not remember why.

Tom ran to his briefcase and found the pamphlet stuffed beneath his report. As he smoothed out its wrinkled cover, he stared at its attractive photo of a plate of barbecued ribs and chicken hindquarters. His mouth watered; its words read,

"Food Hotline — your favorite restaurants delivered. Delivering: American, Chinese, Mexican, Italian, much, much more."

Below this slogan, he noticed the logos of numerous famous restaurants — and among them, the name of the same restaurant he and Mary should be at this very night.

Tom's breathing quickened. He found the page for his favorite restaurant. Upon it, he saw its complete menu, including the prime rib he had hoped to be enjoying in an hour. With trembling hands, Tom ran to Mary, waving the pamphlet.

"Honey ... honey ... honey ..."

Fortunately, at that time Jackie's temperature had broken. After Tom and Mary tucked her in bed, they hurriedly picked up around the house. Mary got out her best tablecloth and lit a couple of candles. Tom turned the lights down low.

By the time the Food Hotline driver arrived with their prime ribs, green salads, baked potatoes and desserts, Mary had fixed herself up so that she was absolutely stunning in her evening gown.

Tom and Mary's sixth anniversary became an event they always will remember. On that day, they experienced more privacy than if they had dined among a restaurant full of people. In fact, they had so much fun that the following week-

end, they stayed at home again and ordered Chinese food!

Because Food Hotline delivers a wide range of food from quality restaurants to customers such as Tom and Mary, its popularity has mushroomed from restaurants such as Cask 'n Cleaver, Chili's, Acapulco, Tony Roma's, Panda Inn and Charley's.

The delivery fee? Just \$4 within a single area and \$7 for restaurants outside area boundaries. The minimum fee is \$12 for lunch and \$15 for

dinner. Orders exceeding \$75 are charged an automatic 15 percent gratuity fee. Delivery time is typically 45 minutes to one hour.

When Hawkins and two other colleagues — Dale Pathe and Garrett Cox — began their enterprise in 1995, they were well aware that other such delivery services had folded under. However, they also knew that the success of any business depended upon creative and ingenious management. In addition, because Hawkins already owned two businesses, he could afford to finance Food Hotline's initial fees.

Unlike other food delivery services, the partners established a complex computer system which their operators and dispatchers utilize to coordinate orders. Each deliv-

ery driver is equipped with a two-way radio and is also well paid. Today, 17 of Food Hotline's employees work out of the Rancho Cucamonga office; one-third of its staff consists of full-time, in-house workers while the remaining two-thirds are part timers.

Hawkins said that despite the company's minimal delivery charge, deliveries still bring profits because the restaurants offer the company 25 to 35 percent discounts but do not experience losses from this procedure because their food is brought directly to the customer. When served on the premises, food costs increase to pay for the salaries of those who do the serving. Further, whenever these restaurants are overly full, their clients must wait for the next available table, but their kitchens have the capacity to prepare for larger numbers.

Food Hotline also accumulates capital from its menu book, Hawkins said. With its front cover in four colors and its presentation of complete menus of famous restau-

insurance requirements, and is approving buyers with a higher debt ratio — which means more buyers may qualify who might not otherwise have qualified for conventional loans. The homes should be in better condition than when acquired by the agency because Freddie Mac will also be investing up to \$5,000 in each home for needed repairs or just to spruce it up to make the homes more marketable.

The Federal Home Loan Mortgage Corp. reportedly has more than 9,000 houses nationwide in foreclosure with approximately 3,000 in Southern California. This figure is growing daily and, as a spokesperson at the Freddie Mac hotline put it, "Freddie Mac is not in the business of owning homes — they want to sell them."

Rancho Cucamonga broker John Kozyra said, "The real estate market



Drivers who work for Food Hotline are well paid, but they must use their own vehicles and serve as private contractors to the company.

Gloria Bond

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Food Hotline — the people who bring the restaurant to your door

continued from Page 8

Another means for gaining revenue comes from catering, Hawkins said. With these large orders, the company uses a toll-free "800" telephone number throughout its five service areas. When the Rancho Cucamonga headquarters is contacted from any of these areas, it can draw from its pool of 100 restaurants to meet the needs of its corporate and catering clients.

Growth and large volume is a key to Food Hotline's success, Hawkins said. He anticipates even further expansion in the near future, which will make Food Hotline the largest meal delivery service in the Pasadena-to-Palm Springs region. However, plans for this development lie heavily upon the shoulders of Garret Cox, vice president for expansion.

"Our goal is to have as much of Southern California as we can," Cox said. "Probably the base element

ties have been shut off. While it may be difficult to assess repairs in a home with no lights or water, the smart thing to do, Kozyra said, is to "be sure to have a home inspection on any property you buy by a licensed building inspector, especially if the home was foreclosed. The prior owners may not have been able to afford to maintain the property adequately."

Kozyra's advice to prospective home buyers who are considering a Freddie Mac purchase is, "Do your homework, shop around and look at other homes in the neighborhood where you're looking." With Freddie Mac waiving the appraisal, you want to make sure you're getting your money's worth — a home could be overpriced for a particular neighborhood.

Other foreclosed home markets such as the Veterans Administration or U.S. Department of Housing and Urban Development (HUD) offer a 6 percent commission, but many of those homes are vacant and the utili-

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PRO

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The coverage is insufficient

The policies would contain a 15 percent deductible with minimal coverage for contents and additional living expenses. Critics argue that this is not enough, especially if the above scenarios of delayed or partial payments of claims and surcharges occur.

However, it is not unusual to have a very high deductible in earthquake policies. The deductibles in private insurers' policies have remained in the 10 percent to 15 percent range for years. Regarding the limits for contents and additional living expenses, this is clearly not the purpose of the CEA. The priority of the CEA is to prevent catastrophic losses from occurring, making Californians homeless. It is voluntary coverage, which can be supplemented by private insurers if the homeowners seek to purchase additional coverage.

Rondi Walsh is an associate with the Los Angeles office of Cummins & White LLP. She represents the firm's clients in insurance coverage matters, bad faith cases and other insurance litigation.

CON

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risky market. No wonder the coverage is terrible, rates are high and much of the risk is on the consumer.

Bill Ahern is senior policy analyst with Consumers Union's West Coast Regional Office. Consumers Union, publisher of Consumer Reports, is an independent, nonprofit testing and information organization, serving only the consumer. We are [recognized as] a comprehensive source of unbiased advice about products and services, personal finance, health, nutrition, and other consumer concerns. Since 1936, our mission has been to test products, inform the public and protect consumers.

—D'Lorah DeBarge

It's Time to Cut Out the 'Cutthroat' in Competition

by Peta G. Penson

Three vice presidents of a local company were the sole candidates for the chief executive officer position. The board of directors encouraged all three to compete for the top slot with everything they had. The battle was not ugly, but it was intense.

As soon as the board made its selection, the remaining two VPs were told there were no "winners" or "losers" and that everyone should now concentrate on working together for the good of the organization.

Talk about a mixed message!

Competition is an integral part of American society, but as individuals we vacillate on whether we think of a competitive nature as a good or bad trait in managers.

On the one hand, we want our

companies led by people who strive to do their best. On the other side of the ledger, we are wary of individuals who are too aggressive and passionate about victory at all costs.

In "Values-based Competition," scheduled for publication in 1997, research psychologist Dr. John Thompson warns that individuals with too much competitive spirit "may become so preoccupied with winning that they may lose focus on the pursuit of excellence and achievement, and, as a result, do not perform up to their real potential. In general, people with strong, competitive drives tend to 'beat others' rather than work with them cooperatively."

It's interesting to observe what brings out our competitive streaks. The person who turns into a fiend on the golf course or when playing

Trivial Pursuit may not demonstrate a killer instinct in the workplace. For another, the thrill of achievement may come from showing up his team members in front of the executive committee, not in breaking a marathon's finish line.

We overtly and covertly encourage competition among our children almost from birth. Mothers compare notes on how soon their babies started to walk and talk, as if their development was a race with a grand prize at stake. The schoolroom and youth sports reinforce the notion that doing better than others, winning and being the best are always the top priorities. By adolescence, it is no wonder that teens define themselves in comparison to others — "He's a better athlete than I am." ... "She's smarter than I am." ... "I have more friends than you do."

We consistently overlook the original definition of "competitive" — striving to do your best — and think instead of its more belligerent interpretations — ruthless, combative, rival, ambitious, cut-throat.

Thompson explains that managers who are too competitive cause dissension among members of their teams and produce a contagious reaction that results in "a non-supportive, internally-competitive organizational atmosphere where ideas and information are withheld."

Overly-competitive managers make poorly-detailed plans without consulting others. They tend to select weak subordinates who will not challenge decisions or make them "look bad." They may pit subordinates against one another and set unrealistic performance standards. They also tend to have difficulty focusing on the highest good of the organization, preferring instead to pursue actions that bring personal recognition.

These are not the traits we need to lead our organizations if U.S. companies are serious about growth and sustained profitability.

If you suspect that "I win, you lose" competition is too much a part of your personality, Thompson offers these suggestions for replac-

ing it with a more collaborative style of competition:

- Take a more relaxed approach to work efforts.
- Find ways to help others rather than worrying about being the best yourself.
- Develop solutions where everyone wins.
- Think less about recognition for yourself and more about recognition for the good work of your team.
- Express more appreciation and acknowledgment of the good works of others.
- Find a way to bring a significant achievement of another person to the limelight each day.
- Accept that you won't be the best at everything and that it is not even healthy to think that way.
- Take time to deliberate rather than make snap judgments.
- Involve others in the decision process.
- Catch yourself in self-aggrandizing comparisons.
- Shift work from a contest to a process of collaboration.

Last year was a hard year to turn your back on the thrill of victory and the agony of defeat — also known as competition. The Summer Olympics revered those athletes willing to risk the most to capture the gold. No one is interested in praising the also-rans from the November elections for their efforts or in discussing new, innovative ways for political parties to collaborate in the future. We much prefer to see which gladiator is first to draw blood.

But there is no finish line or ballot box in business that so easily quantifies success and failure. We have the opportunity to redefine "competition" in a way that will propel us into a more effective management style and better performance results.

Let's do it.

Peta Penson, Ed.D., is a principal with Human Factors Inc. in San Rafael, an executive performance consulting firm. She may be contacted by calling (415) 388-8000.

Temecula Spec Building ...

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Officer Michael Perdue said, "We're seeing conditions like the conditions of the late '80s. The opportunity is now here," to pursue speculative industrial real estate projects.

Perdue explained: "The big difference between today and the '80s is that the labor pool [in Temecula] is real good now." He said that difference has transformed the city from an area with industrial vacancies and unimproved land into a city with about 8 million square feet of industrial space and no vacancies.

Plans for the Temecula Corporate Center feature two main entrances, seven dock-high and grade-level loading bays, an expandable 8,300-square-foot second floor, a 75-foot truck access and parking for up to 202 small vehicles.

Debbie Ubnoske, Temecula's planning manager, said city officials are not sure how many permanent jobs the center will add to the local economy because a tenant has not been identified. She said the range of parking spaces approved for the project — a minimum of 158 and a maximum of 202 — was determined by conditions of the city's development code.

The Ynez Road project is located one block east of Interstate 15, and one block north of Winchester Road. Completion is anticipated by early May. Unrelated road widening at the Winchester overpass will be complete "within the next couple of months," according to Ubnoske, who said a number of east-west road widenings are scheduled to facilitate the flow of traffic from housing areas east of the freeway to commercial-industrial areas west of the freeway.

Sher said during groundbreak-

ing ceremony remarks, "It's our first project in Temecula. It took a little bit of selling to get us interested, but [the city] has a well-developed industrial base, affordable housing and should continue to grow for the next 10 to 15 years."

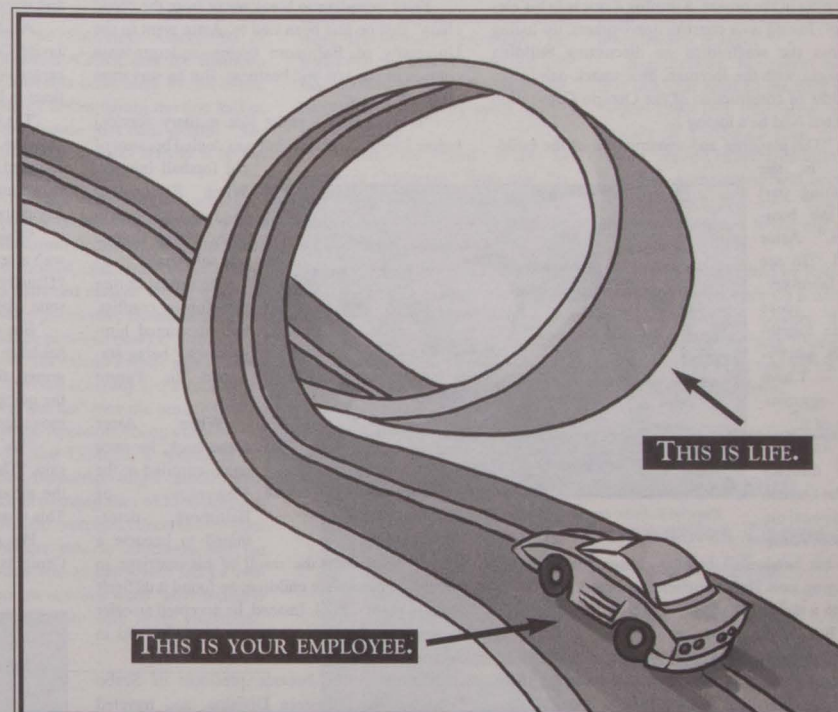
The project plans were approved within 90 days, Sher said, adding: "It makes our job easier when we can communicate with the city staff,

when we know what they need and they know what we want."

Timothy Miller, a Temecula planning commissioner, said commissioners liked the project for its architectural and other design features, which was one reason for approving plans quickly. "It's going to be nicely landscaped and a real credit to the area," he said.

Don Goldberg of Colliers

International, the Carlsbad exclusive agent for the project, said listed lease or sale prices on the property are 20 percent less than for comparable facilities on the market in Orange, Los Angeles or north San Diego counties. He said that affordability made the project attractive to the design-build team and will make it especially attractive for prospective tenants.



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CLOSE - UP

Tromping the Globe, Opening Another Building

by Rebecca Jo James

He looks right at home stomping around in muddy boots, wearing a hard-hat, with his tie flapping in the breeze. Kanellos Astor is in his element. Joking with construction workers, tip-toeing across the scaffolding or discussing building changes with the foreman, he's smack-dab in the middle of construction of the Ontario Convention Center. And he's loving it.

"The planning and construction of the building is the exciting part of the business," Astor said. "To see the labor-saving ideas come together is satisfying — I love the aggravation of it."

As executive director of the Ontario Convention Center, Astor

has his hands full helping design the building, bringing new staff members on board and developing a marketing plan.

But juggling more than one ball at a time is nothing new to Astor. At a young age, when all he thought about was "cowboys and Indians," there was one thing that Astor swore he wouldn't do, and that was to go into the food business.

"Being Greek, everyone ends up in the food business," he laughed. In spite of his declaration, Astor's life seemed to be pre-determined.

Born in Pittsburgh, Penn., he was a little more than a year old when his parents went to Greece for a visit and ended up staying for 18 months. As a result, Astor spoke Greek before he learned English. His family moved back to Pittsburgh for a while, then on to Baltimore where he grew up.

Astor's father, who had married in his late thirties, was already established in the food business — working for a company that set up restaurants in department stores. His mother was a waitress.

"I got it from both sides," he said. "Without my realizing it, they were a major influence in my life."

When Astor was old enough, he'd accompany his father to work. "I worked Saturdays and Thursday nights when the store was open late. I

was what they called a 'soda jerk.'"

When another opportunity for work opened up, Astor went to work for H.J. Heinz and then for Pet Milk Corp.

Fully intending to break away from the "food chain" that he had been tied to, Astor went to the University of Baltimore taking undergraduate courses in pre-law and business. But he was soon taken off course.

"I had tried to enlist [for military service] before I went to college, but was denied because of old football injuries. When Eisenhower re-classified everybody, I was drafted into the Army."

He served during the Korean conflict, but considered himself lucky being stationed in Puerto Rico.

When Astor came back, he once again enrolled at the University of Baltimore, determined to become a

lawyer. But, when the result of his marriage to Naomi produced five children, he found it difficult to go to night school. Instead, he accepted an offer to work for the same company his father did in Scranton, Penn.

Ultimately, he became president of Szabo Food Services, Western Division, and traveled from the east to the west coast, serving 11 of the western states. A major account with the Anaheim Convention Center changed his life.

"I became friends with the general manager and we'd talk about the convention centers — what they should have and how they should be run," Astor said. "It really appealed to me."

When Szabo wanted him to move back to Chicago, Astor said no — keeping a promise to his family.

"We had already moved 17 times and I told them we wouldn't move again. I'm proud to say that all five of my children graduated from the same high school."

When Astor started working for a company involved with food concessions, dreams of starting his own business began to form. When the city of Anchorage, Alaska, was building an arena and convention center, he bid for the private management contract — and won.

His company, Group II International, went on to provide market studies for cities looking to invest in public assembly facilities. The company also helped to choose the architect and to design and construct the building.

Astor opened two buildings in Anchorage, the Javitz Center in New York City, the convention center in Honolulu, Hawaii, and also had operations in Puerto Rico and London.

The Ontario Convention Center is his seventh building. However, the conditions were slightly changed from before. He put his business "in moth balls" and accepted the conditions as a full-time city employee.

"This is the first building I've opened where we've actually lived in the city," Astor explained. "Usually I handle everything from Washington state where we live."

But moving to the Ontario area was not a hardship for Astor and his wife. With the children grown, they've made it an "adventure" and enjoy the quick access to the beach, Disneyland and the mountains.

"We became impressed with the area," Astor said. "The amenities are here — the Mills project, the airport, the annexation of the 'ag' complex. This is going to be the hub of the Inland Empire."

His enthusiasm for the Ontario Convention Center is complemented by the energy of the staff



Astor and Angelice Echebarria in the Ontario Convention Center administrative office

he has brought on board — and Astor sees him working himself out of a job in about five years — which is "the way it should be," he said.

When that happens, Astor is not worried about the future — he'll just find another building to "tromp around in."

"My wife says when I'm 80 years old, the phone'll ring, they'll ask for me and she'll say, 'Oh, he's down in South America somewhere getting ready to open another building!'"

Mixed Signals Flare at Economic Forecast Breakfast

by Gary Brodeur

Economists and industry analysts who spoke at a breakfast panel presentation last month agreed the Inland Empire's economy may enjoy mixed blessings, with some clouds still on the horizon for the housing sector.

Speaking at the 10th Annual Economic Forecast Breakfast held Dec. 6 at California State University, San Bernardino — and sponsored by that institution's Inland Empire Management Center — economists Dr. Scott Brown and Dr. Howard Roth tried to answer the challenge, "Inland Empire Economic Recovery: If It's Real, Prove It," from national and state perspectives. Six panelists grappled with the topic's scope of meaning for Southern California and the Inland Empire.

Brown, "the senior and only economist" at Raymond James and Associates Inc., said he answers questions daily about interest rates. "It looks like we're in the best of all possible worlds right now," he said, with national economic growth down to 2 percent and inflation at an adjusted 2 percent.

"The logical conclusion," Brown said, "is: It can only get worse from here." He alluded to

remarks made the previous evening by Federal Reserve Board Chairman Alan Greenspan on an apparent over-optimism by Wall St.; those remarks sent the stock market tumbling the morning of the breakfast and renewed anxieties over possible hikes in interest rates.

Leslie Appleton-Young, vice president of research and economics for the California Association of Realtors (CAR), said the Southern California adjustment to real estate equity losses during the first half of this decade "has been painful." She said housing sales activity is up but prices remain soft.

Positive employment news may be met in five to six months with a downturn in foreclosures, the CAR economist said, and, "We're getting a balanced market. Offers to actual sales prices have closed 50 percent" in the previous quarter.

The Inland Empire should enjoy "a robust economy and a great housing market" over the next five to 10 years, Appleton-Young said.

Rod LeMond, a partner in the San Bernardino-based certified public accounting firm of McGladrey & Pullen, expressed concerns over state budget cuts to education and the mandates to implement federal programs at a time when "government is doing more with fewer resources."

He said other states continue to recruit California businesses and workers, and "two-of-five states have passed reduced tax rates to compete." LeMond said that the fight to balance state and local budgets "can spell bloom or doom for us."

Bank of America economist Roth said the California economy is undergoing "a transformation to a more service-based economy." He noted that the loss of aerospace and manufacturing jobs in the state have finally been offset by gains in the service sector.

"What we need most in Southern California," Roth said, "is an expansion in the national economy. Another four years of that and we'll be in fine shape."

During the week following the forecast breakfast, Roth released his "Economic & Business Outlook — The California Economy: Looking Ahead to 1997." In it, he listed the top 10 reasons to be optimistic about

the California economy and four risks to the outlook.

The economist listed Californians' improved confidence in the state's economy as the top reason to be optimistic; he cited improved job growth paired with declining unemployment, burgeoning exports and the state government's improved fiscal health as other leading reasons.

Significantly, the report noted that last year marked the first time "since 1990 that jobs grew more quickly in California than in the nation," and an anticipated influx of first-time homebuyers will accompany permits for new housing which should reach levels not seen since 1991.

The four risks listed by Roth are the state's dependence on a healthy national economy, county fiscal problems, the looming threat of higher interest rates and increasing consumer debt problems.



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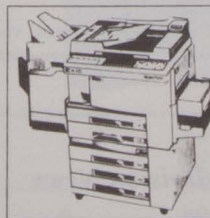
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Pamphlet design blamed for voter decline ...

continued from Page 3

for a representative."

According to Gilliard, certified results revealed that 30 percent of the voters did not vote for a congressional candidate but, indeed, voted for a presidential candidate, listed at the top of page one — and for assembly representatives or state senators on the following page.

Gilliard said he believes that the pamphlet layout design contributed to the problem. "It's not simply a voter phenomenon, because the problem did not exist in other counties," he said. "In other counties, the presidential candidates had a single page, separating their names from all other candidates."

"Voting trends usually — across the board — average a five percent decrease between federal, state and local elections," said Dr. Mike LeMay, chairman of the Department of Political Science at California State University, San Bernardino.

Votes cast in the 42nd Congressional District dropped off 14 percent compared to voting for the office of president.

LeMay said of the pamphlet layout and the vote drop in the Brown versus Wilde race, "The last several races against Brown were tight — Wilde coming within one percent is not surprising. The drop off due to placement of Brown's name on the ballot — that the voters did not see the congressional nominees — might have caused confusion."

Of the presidential nominees listed in San Bernardino County, Deputy Registrar of Voters Dean Brinkman said, "That's the most nominees I've seen in a long time." The 1996 voter pamphlet listed eight nominees — taking up 3/4 of the page — while in previous election years the voter pamphlet typically listed two to four nominees which took up less than half the page.

Brinkman said the voter pamphlet has always been laid out with

federal offices on one page, state offices on the second page, and county, city and special district offices on the third page.

Sharon Beringson, the election coordinator at the San Bernardino County Registrar of Voters office who designed the layout of the voter pamphlet, said, "We're always open to suggestions. In the past, when we've had problems with the ballot, we changed the format as quickly as possible."

"There was a time when the proposition numbers were at the side of the ballot, but we have long since corrected that. We placed the proposition numbers in the middle of the measure and at the top, and the yes-no responses on the right so as not to confuse the voters."

Beringson said she has not handled any complaints about the ballot's design, and Registrar of Voters Candidate Services Representative Carol Atkinson said, "The complaints are just rumors."

"The organization that handles the order that the propositions are placed on the ballot is the secretary of state," and any complaints received would be forwarded to that office, Atkinson said.

Other weightier factors need to be taken into consideration concerning the anomalous voting trend in San Bernardino County besides the voter pamphlet layout: the number of presidential hopefuls; comparison of the 1996, 1992, and 1988 November election voting trends; county demographics; tone of congressional campaigns; early election results which were featured on television; and the effects on overall voter turnout.

Voter turnout for the November election was fairly low, capturing 57.1 percent of registered voters in the county. During a shaky economy, the 1992 presidential elections seized a whopping 70.5 percent of

registered voters.

While voter turnout in the 42nd Congressional District fell along with other districts — which averaged 10 percent declines — its drop off was notably worse, down a substantial 24,436 voters, or 14.1 percent. Interestingly, that district also showed a substantial increase in voter turnout when comparing 1992 figures to 1988's: when other offices lost voter attention, that race gained 26,736 votes, up 18.3 percent.

The 1996 elections for the congressional districts may have felt the winds of changing demographics. LeMay said, "It could be due to the fact that a very high percentage of Hispanic people moved out, and new voters moved into San Bernardino. The new voters are not settled in yet. They do not focus in as much on local leadership as they do on presidential elections."

Another GOP supporter adamantly begs to differ. Fred Avila, executive director of the Republican Party of San Bernardino County, said, "We've received quite a lot of calls with voters saying, 'We didn't see Linda Wilde on the ballot.' It's a phenomenon of flow design in the voters pamphlet!"

Comparing the 1996 to 1994 congressional races with the 1994 to 1990 gubernatorial races, Avila said, "There's nowhere near the percentage of drop off in the gubernatorial races as in the '96 congressional races."

Avila suggests a new design layout which would segregate the legislative offices — not only by federal, state and local hierarchies, but by individual races. Essentially, he recommends that each office have its own page, so as to not confuse the voter.

Correspondents Kristina van Dam and D'Lorah DeBarge contributed to this article.

Receivables Financing Program Available to Small Businesses

by Daniel L. Thomas

Small- to medium-size businesses are the core of strength for community banks. Despite the recession, small businesses continue to thrive. Small businesses employ 54 percent of the private work force, contribute 52 percent of all U.S. sales, and are responsible for 50 percent of our nation's private GNP (gross national product).

Whereas large companies eliminated seven times as many high-wage jobs as low-wage jobs in 1994, small businesses added 58 percent more high-wage jobs than low-wage jobs! In fact, 1994 small business net job creation totaled 3,946,000 while large businesses suffered a net job decline of 3,489,000.

Although community banks have always prided themselves on their service and relationship orientation, they have also acknowledged the more diverse business product offerings of the larger financial institutions. Small businesses have sometimes been compelled to leave the comfortable relationship setting of a community bank in order to avail themselves of more specialized business products.

Accounts receivable financing has always been a means of providing growing businesses with the nec-

essary working capital to sustain growth. Due to the specialized nature of accounts receivable financing and its associated costs — such as auditing and reporting — this type of financing, until now, has been the domain of the larger financial institutions.

With costly separate departments being established, minimum line amounts frequently preclude small businesses from accessing this desirable borrowing method. Not only was this type of financing not available at a community bank, but the smaller businesses many times did not have sufficient accounts receivable to meet the larger bank's minimum line amount.

Recognizing the need of small- and medium-size business accounts receivable financing, Private Business Inc. of Brentwood, Tenn., developed "Business Manager," a software program that streamlines the purchase of a borrower's accounts receivable and facilitates the billing, tracking and necessary follow-up.

This program is now in use by more than 1,008 community banks nationwide. Licensing in California started in 1993, with 76 banks now licensed in the state. California banks participating in the program

currently have over \$100 million of outstanding financed receivables.

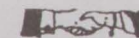
The program is simple in its concept and is a combination of accounts receivable financing and management. Although the borrower's accounts are in fact purchased by the bank, the borrower continues to control their collection — thus eliminating collection calls by the lender.

Since the borrower is responsible for uncollected accounts, a reserve is established by withholding a small percentage of the face amount of the purchased account. The reserve is an amount due the

bank's customer and is held in an interest-bearing account for the borrower. Every month there is an accounting, with any excess reserve being released to the borrower.

"Business Manager" has proven to be an effective product, which meets the accounts receivable financing needs of the small- to medium-size businesses at a cost which is reasonable and well below the cost of factoring.

Daniel Thomas is executive vice president at the Upland office of Metro Commerce Bank, a licensed "Business Manager" institution.



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Forecasting the Economic Tides of 1997

Are you wondering where your business could end up financially this year? Do you have questions about health care issues that affect your business? Have interest rates got your head swirling in confusion?

The 1997 Inland Empire Economic Forecast Conference will answer those questions and more.

Scheduled Feb. 28 from 11:30 a.m. to 2 p.m. at the Red Lion Inn, 222 N. Vineyard Ave., Ontario, the forecast conference will feature movers and shakers in the health care, banking and real estate industries.

Jack Kyser, economist and director of program research and development at the Economic Development Corporation of Los

Angeles County, will interpret the economic trends for Southern California and Los Angeles Counties.

The president and chief executive officer of Ontario-based Citizens Business Bank, Linn Wiley, will discuss the projected changes in banking and interest rates for 1997.

San Bernardino County econo-

mist John Husing will be on hand to discuss projections for Riverside and San Bernardino counties.

Outlining real estate projections will be Boyd Plowman, managing principal of Lee & Associates Commercial Real Estate Services in Ontario.

Richard Yochum, chief executive officer, Pomona Valley Hospital Medical Center, will share his projections of 1997 health care changes and their impact on the Inland Empire.

The \$65 per person luncheon event is one of several major annual conferences sponsored by *Inland Empire Business Journal*.

William Anthony, the journal's publisher, said, "[Since] the Inland Empire is an economy within itself, separate and distinct from Los Angeles and the rest of Southern California, I feel it is necessary for business decision makers within the Inland Empire to have factual economic data pertaining to major Inland Empire indicators," including investments in real estate, banking and health care.

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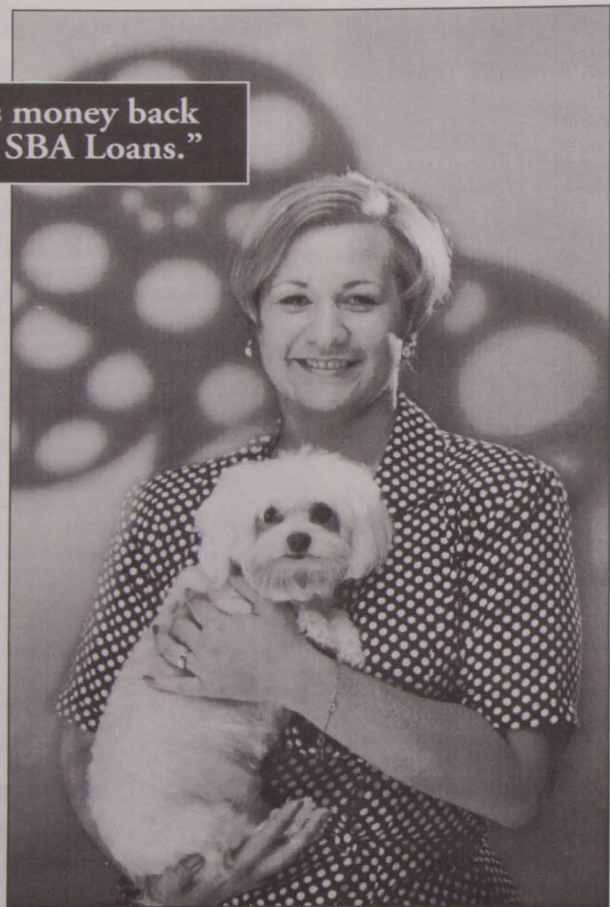
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Students Swim Beyond Books with 'Trout in the Classroom'

by Gary Brodeur

A unique program designed to educate elementary school students about Nature's life cycle is being operated by the Redlands-based Deep Creek Flyfishers. Called "Trout in the Classroom," the approximately 10-week program teaches young students about the ecology of Southern California streams, the life cycles of rainbow trout and their prey, the importance of clean water and a respect for the environment.

"This is not a science class," said Mary Ward, a Trout in the Classroom teacher instructor, "this is a life class."

She said the course involves aspects of all other elementary school subjects, including English, mathematics and art. It begins with raising rainbow trout from eggs to fingerlings and ends with their release into Southern California streams under the auspices of government agencies.

Some classroom instructors include a role-playing activity in which students act out the events of food chain survival in the trout's native habitat: large bugs catch smaller bugs, and fish catch the larger bugs.

The club's program depends on the support of the federal and state departments of Fish and Game, the U.S. Forest Service and county fish and game commissions. Forest Service personnel provide program administrators technical expertise. The departments of Fish and Game must authorize the club's applications for rainbow trout eggs which are hatched and raised from the alevin (egg) stage to the fry and fingerling stages. Those eggs may only be obtained during the alevin stage, which lasts three to five days. The eggs

hatch about 28 days after fertilization.

Attention must be given to the time frame in which trout may be placed in the prepared classroom environment which includes special preparation of the rocks and water used in the trout tanks.

Ward is an employee at Otto Instrument Service Inc. in Ontario. Although not a flyfisher herself, she was introduced to the club and its program by her



Ben Matibag of the U.S. Forest Service instructs students in the field about the aquatic ecosystem above Forest Falls in the San Bernardino Mountains.

employer, Rick Otto, who chairs the Deep Creek Flyfishers' conservation committee.

Now in charge of recruiting interested teachers and training them during weekend instructional seminars, Ward works with at least half a dozen teacher "coordinators" for Trout in the Classroom — from Diamond Bar to Corona, Riverside, San Bernardino, Highland and Phelan.

Not coincidentally, during the trout release trip to local streams, a field demonstration of flyfishing techniques is staged by club members to acquaint students with their pastime. At that time, "The catch and release program is stressed," said Otto, who has been a flyfisherman for 20 years. He said he joined Deep Creek Flyfishers 10 years ago and has worked with the Trout in the Classroom program for two years.

Classroom equipment requires an investment of \$750, Otto said, but added that the program is running behind the demand for tanks. At least two are needed as backup units in case of classroom equipment problems. He said the installation of Trout in the Classroom equipment and curriculum materials has resulted in "better attendance during the week" in participating classrooms.

Otto and Ward said they are seeking sponsors for fish tanks and for field trips because of decreased funding for such school activities. They may be contacted for information about the program, training classroom instructors or corporate sponsorships by calling (909) 930-5808.

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MBA/Executive Programs in the Inland Empire

Name Address City/State/Zip	Programs Offered MBA/Exec. Executive/Exec.	Faculty to Student Ratio # Full Time Faculty # Part Time Faculty	Type of Institution Year Founded	Tuition & Fees		On Campus Rm. & Board. # Yrs. Wk. Exp. Req. for Admittance	Average Grad. Starting Salary MBA Program Executive Program	Top Local Executive Title Phone/Fax
				MBA Prog.: CA Res./Non-CA Res. Exec. Prog.: CA Res./Non-CA Res.				
*Cal Poly, Pomona 3801 West Temple Ave. Pomona, CA 91768	Yes/475 Yes/200 (off campus program)	1:12 50 5	State University 1938	\$1,920 per Year/\$7,168 per Year \$8,000 per Year/\$8,000 per Year	N/A	3-5 Yrs.	\$36,000 \$48,000	Dr. Rhonda Rhodes Dir. of Grad. Studies (909) 869-2363
*Cal State Univ., San Bern. 5500 University Parkway San Bernardino, CA 92407	Yes/300(quarterly) No	1:7 30-Grad 0	State 1972	6.1 Units-\$514/\$1,314 N/A	N/A	N/A	N/A N/A	Barry Knight Director of MBA Programs (909) 880-5000/880-5903
Chap. Univ. C. V. Acad. Ctr. 42-600 Cook St., Ste. 134 Palm Desert, CA 92211	Yes/31 No	1:10 2 13	Private 1861 (Orange)	\$180/Sem. Unit/Same N/A	N/A	N/A	N/A N/A	Steve Mansfield Program Advisor (619) 341-8051/346-4628
*La Sierra University 4700 Pierce St. Riverside, CA 92515-8247	Yes/37 No/0	1:10 4 6	Private 1922	\$12,501 N/A	N/A	\$9,362 N/A	\$35,000 N/A	Lizette Norton Human Resource Director (909) 359-5800/351-9801
*Peter F. Drucker Grad. Mgt. 925 N. Dartmouth Claremont, CA 91711-6184	Yes/225 na	1:7 33 na	Private 1965	\$7,925-Sem/Same N/A	N/A	3-5 Yrs.	\$50,990 N/A	Chris Towers Executive Director (909) 621-8073/621-8543
University of La Verne Third St. La Verne, CA 91750	Yes/1,135 No	1:17 22 47	Private 1891	\$305 per Unit N/A	N/A	N/A	N/A N/A	William Relf 1950 Dean, Sch. Bus. & Econ. (909) 593-3511/596-8990
University of Redlands 1200 East Colton Ave. CA 92374	Yes/2,307 No	1:16 26 323	Private 1907	\$369 per Unit/Same N/A	N/A	5 Years	N/A N/A	James R. Appleton President Redlands, (909) 793-2121/335-4076
Univ. Calif., Riverside Graduate School of Mgt. 900 Univ. Ave., Riverside, CA 92521	Yes/120 Yes/110 10	1:15 25 10	State 1950	N/A \$1,800 - \$2,500 per term/Same	N/A	3 Years	\$42,000 N/A	Dr. Ray Maghroori Associate Dean (909) 787-4592/787-3970
University of Phoenix 337 North Vineyard Ave., Ste. 100 Ontario, CA 91764	No Yes	1:8 0 655	Private 1976	\$315.00/credit N/A N/A	No	MBA-3	N/A N/A	Jeanne Lochart Campus Director (800)888-1968 (909)467-0237

The following institutions have been included on this list even though they failed to provide up to date data by our deadline. See those marked by asterisk. N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge, the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by J. Strauss.
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ADVERTORIAL

Western State Offers a Superior Legal Education

Western State University (WSU) College of Law is a distinguished law school for unique students.

WSU confers more than 350 Juris Doctorate degrees annually. Many of those graduates are now prominent attorneys, judges and politicians. So, why did they choose Western State? For the practical skills of legal advocacy and analysis.

Competent practice of law in today's society requires professionals with a broad range of expertise. Consequently, WSU's curriculum allows students to explore the breadth of the law through elective offerings and helps students strengthen the oral and written com-

munication skills necessary to excel as attorneys. Some of those courses include mediation, arbitration, oral advocacy, and practical California criminal procedure.

WSU is expanding its curriculum electives and professional skills courses to include externship programs with the U.S. Ninth Circuit Court of Appeals, the Fourth District Court of Appeals and with judicial clerkships. Faculty members may also select several students each year to brief and argue a complex case before the United States Court of Appeals for the Ninth District.

WSU strongly endorses practical experience in the legal field as a sup-

plement to classroom studies — that way, graduates can "hit the ground running" upon graduating from law school and entering the job market.

Western State University is accredited by the Committee of Bar Examiners of the State Bar of California and by the Western Association of Schools and Colleges. The law school has announced its intention — and is currently actively making plans — to file an application for approval by the American Bar Association.

For more information regarding admissions and scholarships, contact an admissions counselor at (714) 738-1000 ext. 2600.

Hospital mergers ...

continued from Page 5

operating at less than 70 percent capacity.

While state legislatures nationwide are discussing the issue, only California and Nebraska have enacted laws that require public disclosure and review of the takeovers of non-profit hospitals. There are noises in Congress about federal action, and both the Internal Revenue Service and Congress' General Accounting Office are examining the issue.

But for now, Schwartz said, "We have an interest in any hospital that Columbia/HCA wants to buy in California and will plan strategic action to stop them."

—Robert W. Belsky

Businesses Provide Needed Assistance to Inland Empire Colleges and Universities

by Steven M. Mintz

Over the last decade, the proportion of the state's General Fund allocations to higher education has decreased by 25 percent, 22 percent, and 12 percent, respectively, for the community colleges, and the University of California and state university systems. The business community has helped to make up some of the shortfall, but the need for assistance will be even greater in the future because the California Postsecondary Education Commission has forecast a 24.3 percent increase in its public college and university enrollments by the year 2005.

The colleges and universities in the Inland Empire have benefited from the generous support of the business community in a variety of ways. The community colleges work with local businesses to provide needed resources for practical training. For example, at Crafton Hills College the students learn how to develop marketing promotional campaigns through the financial support of Hatfield Buick-GMC of Redlands.

At San Bernardino Valley College, the students in the Technical Division gain practical experience in the automotive industry by working with donated parts from San Bernardino businesses such as Holiday Oldsmobile-Mazda and Moss Brothers Dodge. Of particular note is the 1995 Chevrolet van that was donated by Center Chevrolet to Valley College.

Through the co-sponsorship of local organizations such as the Inland Empire International Business Association and the Greater Riverside Chamber of Commerce, the Center for International Trade Development at Riverside Community College develops workshops and seminars to help firms to conduct international market research and export products.

The state universities all have advisory groups that financially support the business schools and provide advice on developing programs of interest to the business community. For example, the A. Gary Anderson Graduate School of

Management at the University of California, Riverside (UCR) presents programs related to the concerns of the management community and issues related to economic development through its Management Forums. The School of Business and Public Administration at the California State University, San Bernardino (CSUSB) offers executive briefings to help business executives make informed business decisions.

The business students attending the California State Polytechnic University, Pomona, benefit from many programs involving the business community, including the lecture program "Professor for a Day." The Pomona business community also provides extensive internships for students and consulting opportunities that are linked to a senior level class project.

The business community also assists students attending Inland Empire universities by helping to raise funds for scholarships. One example at CSUSB is the Food Industry Sales Club of Riverside and San Bernardino Counties' endowed scholarship fund in honor of Jack H. Brown, the president and chief executive officer of Stater Bros. Markets. That fund provides \$1,000 scholarships to academically talented business and public administration students.

Another scholarship program at CSUSB is the Business Access and Opportunity Program. It provides \$1,000 to high school and community college students from under-represented groups who choose to study business, public administration or business economics. This program began with a \$50,000 gift from Bank of America that is being matched in total contributions from a large number of local banks, including Business Bank of California, Redlands Federal Bank, Riverside National Bank, Life Savings Bank, Inland Community Bank, First Interstate Bank— before it was acquired by Wells Fargo — and Citizens Business Bank.

Of course, local businesses are solicited by the universities to make

major gifts that are acknowledged in a variety of ways. For example, at UCR an annual black tie event is held to honor individual contributions of \$1,500 or \$10,000 for organizational memberships.

Last October, the Anheuser-Busch Auditorium was dedicated in Jack H. Brown Hall at CSUSB recognizing that company's

\$150,000 donation.

As we approach the 21st century, the need for financial assistance will grow because of declining state support for public colleges and universities coupled with rapid technological change. The latter requires these institutions to upgrade their

continued on Page 37

Institute Resumes Publication

A publication of California State University at San Bernardino's Institute of Applied Research sprang back to life two months after it was suspended for lack of funding. Ironically, the suspension occurred at a time which the institute regarded as favorable to the regional economy.

The institute's *Report on Business* was given financial support from The Gas Co., which made possible the publication of the December issue.

The report was — and will continue to be — issued on the first business day of each month to coincide with the release of the National Association of Purchasing Managers report.

Report on Business is best

understood as a highly sensitive leading indicator of monthly changes in the condition of the manufacturing sector and the economy as a whole. It is compiled from responses made by more than 100 purchasing managers in the Inland Empire to 13 questions.

Five of the questions are used as a composite diffusion index called a Purchasing Managers Index (PMI); the questions pertain to production, new orders, supplier deliveries, inventories and employment. A PMI scoring more than 50 for three consecutive months indicates the manufacturing sector is growing, whereas an indicator less than 50 for three consecutive months might indicate a possible downturn.

Bank Promotes Six Officers

Pomona-based PFF Bank & Trust promoted six officers early last month. The move follows expansion of the institution's Claremont trust and investment department in November with the hiring of Derek Adams and Albert Scudder, who were both promoted to vice president.

Julie Deane and Martin Levy were also promoted to vice president, and Liz Perez and Karen Shirley were named assistant vice presidents.

Deane is a 26-year veteran of the financial services industry and serves as PFF's account administration manager. She joined the bank in 1986 and most recently served as assistant manager of the institution's Alta Loma branch.

Levy joined the bank last September and is director of human resources. He previously worked in similar capacities at Carole Little, Valley Hospital Medical Center and HR Textron.

An 18-year veteran of PFF Bank & Trust, Perez serves as the branch support manager and previously held a number of positions in the retail banking division.

Shirley has served with the institution for 16 years and worked in various branch positions. She transferred to the retail banking division in 1983 and now works with the retirement plans portfolio.

Top Colleges and Universities in the Inland Empire

Ranked by 1995-96 Enrollment

Institution Address City, State, Zip	Students: Total Enrollment Student-Faculty Ratio	Faculty: Full-Time Part-Time	Type of Institution Year Founded	Tuition & Fees: Calif. Resident Non-Resident	On Campus: Room & Board (Avg. Yearly Cost)	Top Local Exec. Title Phone/Fax
1. California State Polytechnic University, Pomona 3801 West Temple Ave. Pomona, CA 91768	16,304 13:1	637 283	State 1938	\$1,584 \$3,964	\$4,724	Dr. Bob H. Suzuki President (909) 869-2290
2. California State University, San Bernardino 5500 University Parkway San Bernardino, CA 92407-2397	12,121 20:1	650 200	4-year Public 1965	\$1,878 \$7,590	\$4,857	Anthony H. Evans President (909) 880-5002/880-5901
3. University of California, Riverside 900 University Ave. Riverside, CA 92521	8,591 14:1	513 179	Public University 1954	\$4,093 \$11,792	\$5,430	Raymond L. Orbach Chancellor (909) 787-5201/787-3866
4. *University of La Verne 1950 Third St. La Verne, CA 91750	5,939 19:1	130 262	Private 1891	\$12,890 \$12,890	\$5,050	Dr. Stephen Morgan President (909) 593-3511 ext. 4900/392-0364
5. Loma Linda University 11234 Anderson St. Loma Linda, CA 92354	3,100 3:1	871 240	Private/Health Sci. 1905	Undergrad. \$11,115- Grad. \$10,260/ 1st Professional \$20k-\$22k	\$1,740	Dr. B. Lyn Behrens President (909) 824-4540/824-4577
6. Chapman Univ. (Coachella Valley Academic Ctr.) 42-600 Cook St., Ste. 134 Palm Desert, CA 92211	2,500 10:1	8 144	Private 1861 (Orange)	\$152 per unit/Undergrad. \$180 per unit/Grad.	N/A	Ronald C. Stephens Director (619) 341-8051/346-4628
7. The Claremont Graduate School 160 E. Tenth St. Claremont, CA 91711	2,250 12:1	75 58	Graduate Studies 1925	\$16,800 \$16,800	N/A	John D. Maguire President (909) 621-8025/621-8390
8. University of Redlands P.O. Box 3080, 1200 E. Colton Avenue Redlands, CA 92373-0999	1,508 13:1	106 28	Private 1907	\$17,110 \$17,110	\$6,515	Dr. James R. Appleton President (909) 793-2121/335-4076
9. College of Osteopathic Medicine of the Pacific College Plaza Pomona, CA 91773	907 16:1	35 145	Medical College 1977	\$19,060-Dr. of Osteo., \$8,940-PA, \$17,990-PT, \$175 per Unit-MS of Health Pro.	N/A	Philip Pumerantz Founding President (909) 469-5200/629-7255
10. *California Baptist College 8432 Magnolia Ave. Riverside, CA 92504	850 14.18:1	45 36	Fine Arts College 1950	\$7,428 \$7,428	\$4,160	Dr. Russell Tuck President (909) 689-5771 Ext. 208/351-1808
11. *Scripps College 1030 Columbia Ave. Claremont, CA 91711	572 9.4:1	86 58	Private/Women's 1926	\$16,442 N/A	\$7,050	Nancy Y. Bekavac President (909) 621-8148/621-8323
12. Chapman University 2890 Inland Empire Blvd. Ontario, CA 91764	100+ 12:1	3 15-20	Private (Non-Profit) 1861 (Orange)	\$157 per unit/Undergrad. \$195 per unit/Grad.	N/A	Al Di Stefano Director (909) 481-1804/481-9510
13. National University 4183 Fairgrounds Riverside, CA 92501	520 15:1	15 40	Comprehensive Private 1971	\$8,000 per year N/A	N/A	Dr. Jerry Alston Regional Dean, Southern Calif. (909) 715-3300/715-3398
14. University of Phoenix 337 North Vineyard Ave., Ste. 100 Ontario, CA 91764	502 1:8	0 655	Private 1976	\$315.00/credit N/A	N/A	Jeanne Lochart Campus Director (909) 888-1968/467-0237

The following institutions have been included on this list even though they failed to provide up to date data by our deadline. See those marked by asterisk. N/A = Not Applicable, WND = Would Not Disclose, na = not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Penny Swift. Copyright 1996 IEI.

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CAL POLY POMONA

Forming Innovative Links between Business and Education

by Jim Hornbuckle

At California State Polytechnic University at Pomona, the collaboration between higher education and industry results in much more than a simple exchange of students for educated workers and managers. Producing graduates who are savvy in the latest industry trends and technology has become the hallmark of the university — in a blend of academic theory and hands-on learning.

"Increasingly, business needs graduates that can hit the ground running," said Ron Eaves, dean of the College of Business Administration. "That is, students who not only understand theory, but who are innovative and proficient in the latest technologies in their fields."

To meet this demand, students are encouraged to work on real-world problems by taking on internships and senior projects that often double as pro bono corporate consulting assignments.

This academic year, Cal Poly Pomona engineering students are investigating real problems for the Main San Gabriel Basin Watermaster as a senior project. Under the direction of Dr. Julie Wei, students from the College of Engineering will work with experienced watermaster technical staff to develop innovative improvements in the methods used to manage the quantity and quality of the local groundwater resource.

"We see this as a win-win opportunity," said Carol Williams, executive officer of watermaster. "The students will benefit not only from the experience in dealing with real-life problems but also from the knowledge they will gain about water resource management. We will benefit, too, from the fresh perspectives and new ideas that the students will bring to our issues."

In addition to providing technical support, the agency provides funds to offset Cal Poly Pomona's cost to administer the program.

The College of Business Administration's computer information systems (CIS) program is another area typical of the university's hands-on approach. Faculty members have developed educational

programs for computer specialists who design business information systems, manage business databases and analyze companies' telecommunications needs.

By combining rigorous information-systems training and hands-on, project-oriented activities and senior projects, students learn to understand business and how to use computers to solve business problems.

During 1996, two CIS student teams competed against 60 other university teams in the first Data Processing Management Association collegiate conference and brought home first and third prizes.

"The Cal Poly Pomona teams fully grasped the business issues and knew how to use computer systems to solve problems," said Al Albom, management consultant with Texas Instruments and one of the conference evaluators. "Texas Instruments normally doesn't recruit students right out of college," he said, "but we fully intend to hire some Cal Poly Pomona graduates if they are available."

Community outreach and development are part of the university's five-year strategic plan. President Bob Suzuki has dedicated resources to community and regional economic development in Pomona and the Inland Empire through various outreach programs and through the university's membership in the Sunrise Inland Empire Economic Partnership.

In response to the needs of the community, the College of the Extended University — in conjunction with various Cal Poly Pomona schools and colleges — is offering 22 certificate programs, with seven more programs in development. Certifications are offered in fields as varied as multimedia design, equine operations management and workers' compensation law. Fifteen of the programs are focused in computer technology with business clients such as McDonnell Douglas Aerospace, Southern California Edison, Citibank and California Steel.

"In addition to designing specialized programs, the college also responds to the needs of the commu-

nity through the active solicitation of grants and contracts," said Van Garner, dean of the College of the Extended University. "Recently we received a \$75,000 grant to work with Los Angeles County, Cal Poly Pomona's LandLab and Southern California Edison to design a proposal for a new business incubator project focused on waste management issues."

In addition to helping new businesses develop and grow, the university has made a commitment to helping existing industries solve problems and stay current with new industry developments. The School of Hotel Restaurant Management, recently ranked in the top 10 by the hospitality industry, offers courses for hospitality managers through its

continued on Page 23

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Community Colleges in the Inland Empire

Ranked by 1995-96 Enrollment

Institution Address City, State, Zip	Students: Total Enrollment Faculty-Student Ratio	Faculty: Full-Time Part-Time	Type of Institution Year Founded	Tuition & Fees: Calif. Resident* Non Resident	On Campus: Room & Board (Avg. Yearly Cost)	Top Local Exec. Title Phone/Fax
1. Riverside Community College 4800 Magnolia Ave. Riverside, CA 92506	20,368 1:30	220 651	Public 1916	\$13 per Unit, \$50 w/BA \$102 per Unit	N/A	Dr. Salvatore G. Rotella President (909) 222-8800/222-8035
2. Chaffey College 5885 Haven Ave. Rancho Cucamonga, CA 91737	14,000 1:30	162 367	Comm. College 1883	\$13 per Unit \$107 per Unit, \$50 w/Bach.	N/A	Dr. Jerry Young Superintendent/President (909) 941-2110/941-2783
3. San Bernardino Valley College 701 S. Mt. Vernon Ave. San Bernardino, CA 92410	10,817 N/A	198 350	Comm. College(2 year) 1926	\$13 per Unit, \$46 Fees \$115 per Unit, \$46 Fees	N/A	Dr. Donald L. Singer President (909) 888-6511 Ext. 1623/889-6849
4. Victor Valley College 18422 Bear Valley Rd. Victorville, CA 92392	10,000 1:27	110 250	Comm. College 1961	\$13 per Unit \$90 per Unit	N/A	Nick Halisky Superintendent/President (619) 245-4271/245-9744
5. Mt. San Jacinto College 1499 North State St. San Jacinto, CA 93583-2399	9,696 1:29	65 180	Comm. College 1963	\$13 per Unit, \$50 w/Bach. \$114 per Unit	N/A	Dr. Roy B. Mason II Superintendent/President (909) 487-MSJC ext. 1100/654-6236
6. College of the Desert 43-500 Monterey Ave. Palm Desert, CA 92260	6,161 N/A	121 200-300	Comm. College 1968	Set by State \$114 per Unit	N/A	William Kroonen Interim President (619) 773-2500/341-8678
7. Palo Verde College 811 West Chanslorway Blythe, CA 92225	3,500 1:18	22 34	Public 1947	\$13 per Unit, \$50 max. \$107 per Unit	N/A	Donald Averill Superintendent/President (619) 921-5399/922-0230
8. Community Christian College 251 Tennessee St. Redlands, CA 92373	2,0 1:10	1 20	Private Christian Jr. College 1995	\$5,125 \$5,125	N/A	Dr. Gayne J. Anacker President (909) 335-8863/335-8127

* California Resident Fees are set by the State Legislature and are subject to change depending on the State Budget adopted for each year. N/A = Not Applicable WND = Would Not Disclose na = not available. The information in the above list was obtained from the colleges listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometime occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave., Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by G. Hoiland. Copyright 1996 IEBJ.

Free Help Available in Planning for College Costs

Here's Sallie Mae's checklist for the "loansome" — those worried less about next month's credit card balance than next year's college tuition bill.

- "Paying for College." This free 20-page brochure provides a handy overview of the college financial aid process. It includes a step-by-step roadmap on applying for aid, advice on saving for college and useful tips on coping with tuition and other college costs. For a free copy, call (800) 806-3681.

- "Borrowing for College." This free billfold-sized booklet offers helpful guidance on federal loan programs, including information on federal borrowing limits, interest rates and other loan terms. The guide also counsels borrowers on how to shop for lenders and lists lenders from each state which offer borrowers less expensive student loans. Call (800) 891-4595 for a free copy.

- Internet. Students and their parents with access to the World Wide Web will find the Internet a valuable source of free information on college financing. Sallie Mae's comprehensive Web site, for example, features interactive calculators to help families easily estimate college costs, savings goals or monthly loan payments as well as tips on reducing borrowing costs. Students

who use lenders that partner with Sallie Mae, for instance, can reduce their monthly interest rate by as much as 2.25 percent by establishing good repayment habits. Sallie Mae's Web site address is "http://www.salliemae.com".

- "Affording Higher Education." This award-winning half-hour video program, hosted by NBC "Dateline" consumer reporter Lea Thompson, offers parents an overview on meeting the challenge of paying for college. It includes advice from educators, financial aid experts, and financial planners. The videotape is \$6, including postage and handling, and may be ordered through the National Association of Secondary School Principals (NASSP) by calling (800) 253-7746, or by writing to the National Association of Elementary School Principals (NAESP) at 1615 Duke Street, Alexandria, VA 22314.

- "Planning and Saving for College." This series of three 15-minute video programs offers advice to parents and children on readying themselves for college at various stages of their lives. The first program, "Your Child's Early Years," focuses on helping parents of young children plan and save, providing long-term strategies.

The second program, "Your Child's Middle School Years," tar-

gets middle-school children and their parents, emphasizing academic and financial planning. The third program, "Your Child's High School Years," addresses short-term strategies for families of high school students and examines financial aid alternatives.

The first two programs are available on one videotape from NAESP at the address above; the second and third programs are available on a single tape from NASSP by calling the number above. Each tape is \$6.

- College AnswerSM. This new toll-free service is like having your own personal financial aid expert just a phone call away. College Answer representatives are available weekdays from 9 a.m. to 9 p.m. Eastern time to answer questions about financial aid — including the "Free Application for Federal Student Aid," federal and private student loans, and other college financing issues.

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Presented by Kenneth Thygerson
Professor, Department of Accounting & Finance
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Events are held in the Student Union Events Center at the university from 7:30-9:00 a.m. Executive briefings provide timely information that will help business executives make informed business decisions. This is one of the missions of the school as it strives to better serve the educational and informational needs of the region's business and government leaders.

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Pumerantz Receives Good Scout Award

Philip Pumerantz, founding president of Western University of Health Sciences, was presented the "Good Scout of the Year" award by the Old Baldy Council, Boy Scouts of America at a dinner held Dec. 4 at the Red Lion Inn, Ontario.

"This award was created to pay tribute to those special individuals whose dedication and values have contributed to the betterment of a community," said Bill Dalton, executive director of the Old Baldy Council.

Pumerantz came to Pomona in the fall of 1977 as president of the College of Osteopathic Medicine of the Pacific (COMP). Under his leadership over the past 20 years, the small medical school has become a university of health sciences with three colleges, an academic health center, and a health care delivery

network consisting of three ambulatory medical centers. The university has three campuses: the main campus in downtown Pomona; a regional campus in Chico; and a clinical campus at the San Bernardino County Medical Center.

Pumerantz said his greatest achievement is not only providing quality educational programs which produce highly skilled and competent health care professionals, but producing programs through which the graduates also become compassionate, humanistic caregivers.

"This sets Western University apart from all the rest," Pumerantz said. "I am honored to receive the 'Good Scout' award, primarily because it represents values, discipline and commitment, all of which I believe in and strive to impart to all of our students."

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Forming innovative links ...

continued from Page 21

Professional Development Institute.

The Cal Poly Pomona College of Agriculture's Apparel Technology and Research Center (ATRC) showcases cost-effective ways of making improvements in the apparel industry. Funded by a \$12.5 million contract to demonstrate Quick Response — shared production and direct vendor delivery of military uniforms for the Department of Defense — the ATRC's activities are intended to strengthen the region's apparel manufacturing industrial base.

The center will serve as a demonstration site for the apparel

industry — while providing education and training programs for industry workers and managers — and as a living lab for students in the apparel merchandising program.

The recently formed ATRC Coalition, made up of 50 members from all segments of the apparel industry, provides guidance and direction to the ATRC factory operations and research projects.

"The response, interest and willingness by industry to participate in the ATRC Coalition is remarkable," said Jean Gipe, director of the ATRC. "To see such a broad repre-

continued on Page 47

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Colleges and Universities Challenged to Fight for Autonomy

"As we enter into the 21st century, the U.S. needs a government that doesn't interfere with the autonomy of our colleges and universities, yet recognizes the value and importance of higher education and its central role in providing jobs," Lamar Alexander, former presidential can-

didate, secretary of education, university president and governor of Tennessee, said Dec. 16.

Gov. Alexander's remarks were a part of a keynote address he delivered to more than 200 higher education executives at the "21st Century Higher Education Conference"

sponsored by KPMG Peat Marwick LLP's Higher Education, Research and Other Not-For-Profits practice. It was the 10th year that KPMG held the conference as a vehicle to enable the nation's college and university presidents, vice presidents, controllers and business officers to

assemble and share their ideas, concerns and visions for the future.

Alexander called for conference attendees to fight for autonomy and freedom from government rules that limit their ability to make their own decisions.

He also told the college and university executives that their institutions should be "solution providers" in the next century. "We look for solutions from our political leaders and our churches. But we should also look to our colleges and universities for solutions. In the 21st century, colleges and universities — whether public or private — need to be more responsible citizens.

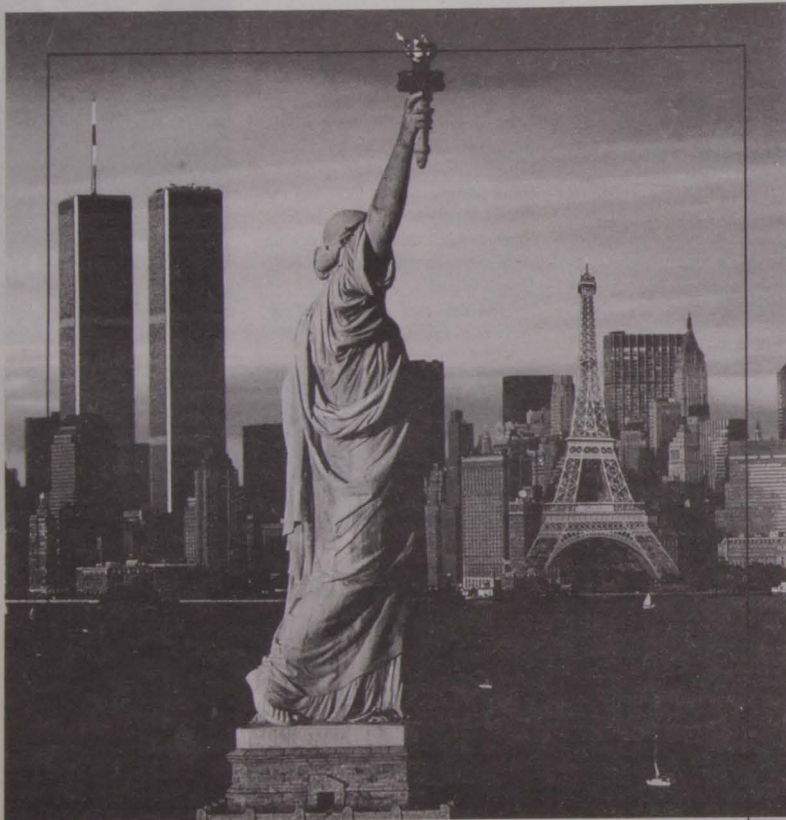
"Help your governor be an 'education governor.' Make him or her realize the importance of higher education. Telecommunications will play a large role in the development of higher education initiatives in the 21st century. Our colleges and universities can help our states with telecommunications solutions. And, by providing your governors with solutions, you, in turn can be in the position to receive the funding you need to remain competitive."

"Today, colleges and universities are undergoing many of the same changes as our other clients — the world's leading corporations," said Ronald E. Salluzzo, national partner-in-charge of KPMG's higher education practice.

"Reengineering, business process redesign and advances in technology are critical issues to the higher education community. But college and university executives need to act now to determine their own institutions' successes in the next century."

Salluzzo was the chairperson of the three-day conference, which covered such ground as the role of technology in traditional and virtual classrooms, including the predictions, nightmares and visions for technology and education; the steps colleges and universities should take to recover from disaster; the challenges faced by research institutions; and customized job training and the future of workforce development.

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1996 Year in Review ...

BY THE HEADLINES

January

DEA Agents Voice Alarm Over Drug Trafficking

The U.S. Drug Enforcement Administration responded with stepped-up interdiction activity after two of its agents expressed alarm over increased drug trafficking in the Coachella Valley. The area was identified a major transportation corridor for the shipment of drugs from Mexico into the Los Angeles basin, and it served as an ideal region in which to hide drugs and cash prior to distribution.

February

San Bernardino Hosts 'Superblock' Groundbreaking

The city of San Bernardino hosted Gov. Pete Wilson and other dignitaries for an evening groundbreaking for its downtown "Superblock." The square-block project site will house a 12-story California Department of Transportation (Caltrans) tower, a six-story consolidated state office building and adjacent parking structures. Bond funding was spearheaded in the state senate by Sen. Bill Leonard, R-Upland, and in the lower house by Assemblyman Jim Brulte, R-Rancho Cucamonga.

March

Prisons in the Region: A Growth Industry

While the crime rate continues to decline in California from its peak in 1992, the construction of prisons in the state rises due to a plethora of laws requiring increased sentences for convicted criminals. In 1995 alone, the Chino Institute for Men, a minor-medium security institution, processed more than 32,000 prisoners and operated on a budget of more than \$100 million.

April

Inland Empire Counties Co-found Medi-Cal Provider

Riverside and San Bernardino counties formed a unique joint powers agency to administer the Medi-Cal program within their areas of responsibility. Inter Valley Health Plan's (IVHP) Executive Officer Richard Bruno said, "Our mission is to be a leader in Medi-Cal managed care, [to] provide access to quality preventive and total health care services in a cost-effective manner." An alternative to the two-county plan was Molina Medical.

May

'Sunrise Inland Empire' Launched

An ambitious \$10 million program was launched in Riverside by the Inland Empire Economic Partnership and numerous private and public sponsors to attract 50,000 high-paying jobs

to the two-county region over the next five years. The goals of "Sunrise Inland Empire" are to attract new businesses, retain and expand existing businesses, improve the image and reputation of the region and nurture a pro-business policy in the region.

June

Intermodal Cargo Facility Dedicated

Burlington Northern Santa Fe Corp. dedicated the \$30 million expansion of its intermodal cargo facility in San Bernardino. By doubling capacity, a company official said the facility would improve transit time by "as much as 24 hours on transcontinental freight deliveries." The Fourth Street intermodal cargo facility handles up to 2,800 truck trailers and containers, 500 railroad cars and can process up to 100 trucks per hour destined to or from Southern California airports or ocean ports.

July

Cadiz Gears Up for Massive Agricultural Venture

Ranch Cucamonga-based Cadiz Land Co. obtained U.S. Bankruptcy Court permission to acquire the assets of Sun World International Inc. The acquisition positioned Cadiz Land Co. to increase agricultural holdings, processing facilities and water rights; the company was proposing to sell — through a circuitous deal — some water from its Cadiz Aquifer to the Mojave Water Agency, watermaster for Mojave River Basin.

Ontario-based Citizens Business Bank became the Inland Empire's first financial institution to exceed \$1 billion in deposits. Its announcement was joined later in the month by Hemet Federal Savings and Loan's similar achievement.

August

Hospital Sues IEHP, State Over Medi-Cal Decision

A stay was granted Aug. 30 on Pomona Valley Hospital Medical Center's (PVHMC) suit which sought to restrain Inland Empire Health Plan (IEHP) from enrolling beneficiaries and beginning operations Sept. 1. The unique two-county health plan did not recognize the hospital as a designated alternative provider for west San Bernardino County Medi-Cal patients, although the Pomona Valley Hospital Medical Center counted 35 percent of its total hospital stays from such patients and is located 1 1/2 miles within Los Angeles County. A state Superior Court judge ruled Nov. 22 in favor of PVHMC.

September

Does the World Revolve Around Worldpointe?

Cal Tai Associates principal John Miskell — developer of the proposed \$400 million

Worldpointe International Center for Trade on 147 acres of former Norton Air Force Base property — was granted extensions on the due date for depositing \$350,000 and beginning demolition on unused buildings. Originally due June 7, the deadline was continued until Sept. 1, Sept. 30, then to dates in December and into this month. Miskell blamed delays on a new regime in Taiwan which affected his foreign partners' activities.

Fender Instruments announced plans to remain in Corona and to build a performing arts theater in the city's downtown redevelopment area and a museum dedicated to the prominence of the company's electric guitars and basses in modern music, particularly their influence in shaping the sound of rock and roll.

October

Space and Tech Firm to Soar

Kelly Space and Technology Inc. received an \$89 million launch vehicle contract from Motorola Satellite Communications Group. The 18-member firm of former TRW Inc. engineers would launch its reusable Eclipse vehicle from a modified Boeing 747 to place Motorola satellites in orbit, then glide back to Earth.

Toyota Motor Sales USA Inc. assumed operations for North American parts distribution at its Ontario Parts Center Oct. 3. The 760,000-square-foot facility is the company's largest such center, serving 11 U.S., two Canadian and five Pacific and Caribbean distributorships.

November

Attorney General Delays Sale of Hospitals

Attorney General Dan Lungren requested that Riverside Community Hospital and Columbia/HCA Healthcare Corp. enter into a "stand-still" agreement concerning the proposed acquisition of 50 percent of the non-profit hospital's limited partnership. Lungren said his office was concerned about the possible effects of Columbia/HCA's offer which "severely undervalues the charitable assets that would be used for the community."

December

Plan Revisions Delay Adelanto 'Trade Town'

Delays in building a 1.1 million-square-foot wholesale "trade town" in Adelanto were due to changes in project plans, not to turmoil in the politically volatile High Desert city, according to the project developer's chief financial officer. Originally due to break ground last September, the new groundbreaking date was set for sometime in February 1997. Revised project plans call for the addition of retail spaces and lush landscaping to brighten the desert location.

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1996

Year in Review ...

CITY OF
ONTARIO

Ontario — The Inland Empire's Leader in Economic Growth

The year 1996 was an exciting one for the city of Ontario. A combination of retail, entertainment, transportation, and industrial projects propelled construction activity well beyond the \$1 billion mark, making Ontario one of the hottest real estate locations in Southern California.

Ontario Mills Mall, North America's largest retail development project in 1996, successfully opened its doors in Ontario last November with more than 150,000 visitors its first day. Stretching over 131 acres, with a roof large enough to cover 38 football fields, the Mills is the state's largest shopping complex. With more than 200 specialty stores, 23 anchor-major stores, and the world's largest movie theater complex, it is expected to draw more than 15 million shoppers its first year — more than those who visited Disneyland during its 1995 record year.

Besides providing Ontario with a much needed shopping and entertainment center, the project is a major economic boost to

the local economy. It has created more than 7,300 new full- and part-time jobs with an annual payroll exceeding \$65 million

year of operation.

Ontario officials facilitated construction this year on the city's much anticipated Ontario

and 27,000 square feet of divisible meeting space. Expected to provide an infusion of local economic activity, the Ontario



Final construction on the world's largest multiplex cinema theater, Ontario's AMC 30 located at Ontario Mills.

and is expected to generate more than \$4.1 million in local sales tax for the city during its first

Convention Center. The new state-of-the-art \$66 million, 225,000-square-foot facility, conveniently located across the street from Ontario International Airport, will open for business in November of 1997. It will be a showcase of the latest in advanced technology and telecommunications capabilities, featuring video teleconferencing facilities, satellite communication capability, computer hookups in all meeting rooms and booth locations, wireless telephone provisions, computerized information kiosks, and various other services linked through full integrated fiber-optic technology. It will also contain a 70,000-square-foot exhibit hall, a 20,000-square-foot ballroom,

Convention Center has already booked 27 different conventions for the facility.

As Ontario moves into the next century, so does Ontario International Airport. After more than a decade of delays, financial battles, last minute aborts and extensive lobbying by the Ontario mayor and city council, the Los Angeles Department of Airports has finally agreed to expand and modernize Ontario International Airport. The year 1996 saw major construction on a new state-of-the-art, 530,000-square-foot passenger facility that will be nine times larger than the current terminal and have the capacity to accommodate almost

continued to Page 58

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City of
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Year in Review ...

1996

Hesperia: An Oasis for Business

City comes out on top for furnishings giant Heilig-Meyers

Heilig-Meyers, the largest home furnishing retailer in the country, has chosen Hesperia for its southwestern U.S. distribution center. The company began construction in mid-October of a new, nearly 500,000-square-foot building — the largest in the entire Victor Valley — on a 30-acre site which has excellent visibility along the I-15 corridor.

Heilig-Meyers chose Hesperia for its \$14 million investment after an exhaustive search which focused on many of the criteria which make the city so attractive — reasonable land cost, an excellent local work force, superb transportation resources and a pro-business government.

In keeping with the Hesperia Redevelopment Agency's reputation for assisting quality development, the agency is offsetting Heilig-Meyers' cost for city building and development fees, and is paying for infrastructure improvements along two streets adjacent to the project.

The huge development will house Heilig-Meyers' Southwestern United States Regional Distribution Center, a service center, and a 42,000-square-foot retail store. This complex is the first Heilig-Meyers distribution center to include a retail outlet. The plant's opening is scheduled for July 1997 and it will have 230 full-time employees.

Heilig-Meyers' 1996 revenues are expected to top \$1.5 billion from more than 950 retail outlets in 32 states and Puerto Rico. The Hesperia facility will serve all 91 Heilig-Meyers stores in the southwest and will be a springboard for a major expansion into area markets.

Turbocharged expansion for Dial Precision

Dial Precision Inc., a world-wide manufacturer of precision parts for diesel turbochargers, has decided to more than double its Hesperia manufacturing facility. The compa-

ny announced plans to add twin 10,000-square-foot additions to its two existing Hesperia buildings.

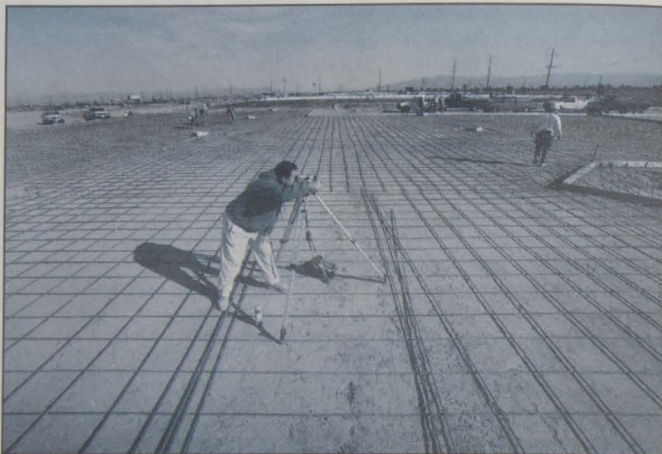
The company's skilled workers produce high-quality, close-tolerance diesel turbochargers parts for the world market. Dial Precision expects to add 28 new employees to its current payroll of 64. The total expansion cost is expected to be approximately \$1 million with construction underway in December.

Dial Precision's expansion provides a textbook example of Hesperia's commitment to business success. Two of the city's pro-business programs are helping the company expand. The Redevelopment Agency's business expansion program will offset a large portion of building and development fees. In addition, company officials at Dial Precision plan to retrofit existing structures with fire sprinkler systems using funds from the city's new Economic Development Revolving Loan Fund Program (EDRLF).

Hesperia adds another business assistance program

Hesperia's Economic Development Revolving Loan Fund Program goes by a somewhat imposing name, but the idea is simple: city assistance for commercial fire safety.

The EDRLF is a generous incentive program initiated to help Hesperia businesses retrofit existing buildings with fire sprinklers, fire suppression equipment or systems consistent with the newly-adopted fire code. In June 1996, the city council made application to secure \$2 million to fund the revolving loan program, and in November outlined three priority levels with distinctive



Reasonable land cost, an excellent local work force, superb transportation resources and a pro-business government make Hesperia attractive to new industry.

qualifying requirements.

Priority Level I provides fully deferred loans to upgrade buildings to fully meet the fire flow requirements specified in the city fire code. These projects are funded with \$1.1 million of the available funds. The program ends June 30, 1997.

Priority Level II is aimed at helping noncompliant commercial building owners install fire suppression systems. The Level II program only partially defers the interest, requires repayments within 15 years, and ends June 30, 1998.

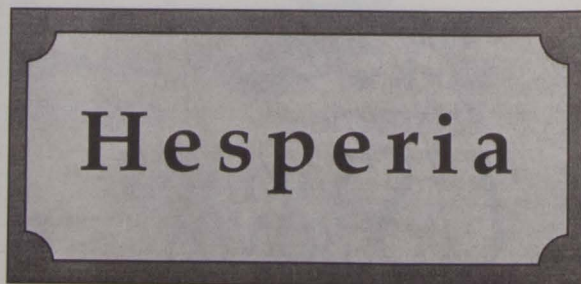
Specific guidelines for

Priority Level III will be established in early 1998.

Give us a call

With a population of more than 60,000, Hesperia is one of the largest of the growing high desert cities. The city is business-friendly and family-oriented with a highly-skilled work force. Hesperia has more than 2,400 acres available for development.

For information on business and development opportunities in Hesperia, contact Steve Dukett, redevelopment director, by calling (619) 947-1200.



1996

Year in Review ...

CITY OF
CORONA

Location and Community Characteristics Bode Well for Corona's Continued Success

by John E. Husing, Ph.D.

As the city of Corona approaches the 21st century, a combination of location, timing and attitude are turning it into one of Southern California's success stories.

Location, because the city sits at the mouth of the Santa Ana Canyon, making it the first Inland Empire city to receive growth impulses from the outward movement of people and firms from traditionally prosperous Orange County.

Timing, because Corona was inevitably slated to be at the dynamic edge of Southern California's growth — that day just happens to be now.

Attitude, because Corona's leadership is approaching this period of intense prosperity in a manner that will create a livable environment and solid economic base well into the future.

For generations, Southern California has grown outward along its transportation corridors. During each decade, the current outer ring of development has eventually become saturated. This has driven up its cost of living and level of congestion, pushing people and firms still farther out.

At different times, this "spill over" process has made the San Fernando Valley and Orange County metaphors for Southern California energy and growth.

Today, that mantle is falling on the Inland Empire, with Corona one of the prime beneficiaries.

Demographics

The city's demographic profile shows a fast-growing, ethnically diverse place, where relatively young, well-educated families are raising children and succeeding economically. Since 1990, Corona has added more people than any other Inland Empire city and its growth rate was the highest for area cities exceeding 80,000 residents. The

city's 1990 mean age was younger than the Southern California average; the city had greater ethnic diversity, that is, more Hispanics and Asians, less Blacks.

Corona's population is dominated by young families, with the census showing the largest group at ages 30 to 39; the second largest is their 0- to 9-year-old children. Far exceeding Southern California averages, two-thirds of Corona adults are married and live with their spouses. Sixty percent of these couples have young children.

The city's 1996 median family income of \$53,000 is well above Inland Empire and Los Angeles County levels, and close to Orange County; the largest percentage of its families make \$45,000 to \$74,999 per year.

Corona residents are well educated: more than half have attended some college and one-quarter have bachelor's or graduate degrees.

Housing markets

Corona's housing stock is feeling the impact of its position at the leading edge of Southern California's fastest-growing region. Since 1980, the number of dwellings grew more than 2.5 times, dominated by single-family homes.

Today, the city's existing and new home sales are their highest since 1990. They are unique in having trended upward since 1992-93. New home prices have risen for three consecutive quarters; existing home prices are stable. City home prices average \$70,000 to \$80,000 less than in Orange or L.A. counties.

In the investment grade multi-family housing market, 1-in-10 Inland Empire units is in Corona. Nineteen-of-20 units are occupied, with average rental rates ranked second-highest in the region.

Looking ahead, Corona has been the only Inland Empire community to see several years of accelerating

growth in single-family building permits. Last year, its total permits of all kinds were worth nearly 2.5 times those in the nearest Riverside County community.

With the recession over, Corona's housing markets will see demand rise as interest rates remain 2 percent below historic averages, and the monthly new and existing home payments are the lowest in a decade. In addition, Southern California's strengthening job markets will finally make consumers more confident.

Retail trade

Also following the recession, Corona's taxable sales are setting records. In 1995, they just missed the \$1 billion mark — up almost 10 percent. In the first quarter of 1996, sales were up another 11.8 percent. Given the city's leading-edge position in the Inland Empire, its sales growth percentage has exceeded Riverside County for nine of the past 10 years. While Corona's population is just less than 100,000 people, its retail activity is higher than that in three of the six area cities greater than that size.

On a per person basis, Corona's retail trade is back above the \$10,000 level, second only to Ontario among major local cities. The rate is one-third above the Riverside County average, and for the past three years has grown three times as fast. This means that Corona is in a good position to finance services to its population.

Interestingly, in the past decade, Corona's sales growth has been largely driven by retail sales by non-retail outlets such as contractors, manufacturing or distribution firms. In this period, the group accounted for one-third of the city's sales gain and is now responsible for 30 percent of all sales.

Today, it is the city's largest sector, well ahead of the slower growing

automotive group. Looking at per store performance, city outlets exceeded Inland Empire averages in eight of 12 sectors. For all stores, the sales average was \$765,000, 30 percent above Riverside County's average. Building material outlets did the best, averaging greater than \$1 million more than their local competitors.

Industrial real estate

Since January 1994, Corona's location advantages and aggressive marketing have lured 38 firms to the city. Not counting secondary impacts, these companies will add 2,300 jobs to its economic base. Most are manufacturers, a few are distributors and a small number are firms providing services throughout California.

The largest number have migrated from LA or Orange counties. They are coming for reasonable lease rates, competitive labor costs and uncongested access to the Inland Empire's wide ranging rail, air and trucking infrastructure. They like Corona's Route 91 and I-15 location, near Orange County.

Along with these location factors, firms find that the Corona city government has created policies and procedures to increase the efficiency by which it interacts with the business community. Their success was seen in recent decisions by Fender Guitar — first to stay in the city, then to expand twice, with assistance in developing a guitar museum and performing arts center.

Today, Corona has nearly 14 million square feet of manufacturing and distribution space, ranking fifth in the Inland Empire. In a five-year period, the rush of firms to the city has reduced its industrial vacancy rate from 24 percent to very low levels: 1.3 percent, according to Lee & Associates, or 9.4 percent, according to Grubb & Ellis. In any case, the market is tight and is spurring new space development.

City of
DESERT HOT
SPRINGS

Year in Review ...

1996

Mineral Water, Planning and Volunteers Are Helping Create a Desert Paradise

What is known today as the city of Desert Hot Springs (DHS) began with the discovery in the early 1900s of natural hot mineral water running beneath the city. Years later, these crystal clear, odorless waters brought about the building of many spa resorts with their magic healing waters. Marketing these waters has always been the central focus of the community, bringing visitors from near and far, making tourism the city's major industry.

But something dramatic has occurred in the past few years. Besides being a major tourist destination, the city now has the fastest growing school-age population in the Coachella Valley. This is because of the many families moving into the city as a result of its affordable housing.

Rancho Del Oro, a large tract of homes in the city's northwest section, exemplifies the quality of available, affordable housing with its tiled roof three- and four-bedroom, single-family homes. The developer continues to build out this carefully planned, walled community of more than 200 homes with still another phase started this year.

Both the city and the school district have shifted their focus to the youth of the city. The school district will begin construction next year of Desert Hot Springs' first high school, with completion anticipated by fall 1998.

This will be followed by construction of a new elementary school to complement the three elementary and one middle school already in town. By the end of 1999, the school children of DHS will go from kindergarten through high school without leaving the city.

In order to provide a wholesome environment for the youth of the community, a large new park — called Mission Springs — was completed south of the middle school. A new teen center was added to Arroyo Park, which already had

tennis and shuffleboard courts and soon will have a roller hockey court. This complements the Boys and Girls Club in the city's Wardman Park which has lighted baseball fields, tennis courts and a public swimming pool.

The same group that started the teen center also built a Youth Fitness and Boxing Club in an empty commercial building in the center of town. Indeed, the town has turned its attention to the welfare of its younger citizens, giving them lots of healthy activities and places to play.

Two vocational schools — the Image School of Cosmetology and the School of Somotherapy — are located in the heart of town in a major shopping center. The cosmetology school offers courses in hair, skin and nail care as well as skin peels, facials and waxing. Students come from as far east as El Centro and as far west as San Bernardino. Image School of Cosmetology trains instructors and retrains former cosmetologists.

The somotherapy school trains students in about 14 modalities of body massage and therapy. Students come from as far away as New York and Montana. The school's best students are women who have never held a job and those seeking a career change so they can become self employed.

With Desert Hot Springs' ample labor force, vocational schools are a major asset to the city.

Long delayed physical improvements are finally being accomplished in the city. Riverside County and the Coachella Valley Association of Governments (CVAG) have approved the widening of Palm Drive from Interstate 10 north to Two Bunch Palms Trail. Palm Drive is the city's major link with the interstate that brings most of its tourists to town.

Hacienda Avenue, one of the city's major thoroughfares, will be completely rebuilt east of Palm Drive to Eliseo Road. Seventeen of the city's resorts are on, or just off of, Hacienda Avenue.

A new post office will be built in 1997 to replace the existing old, inadequate structure. The city also added two new code enforcement officers to the one existing officer in order to bring the city's neighborhoods up to code.

A group of residents began a crusade to clean up empty lots in the city and have made remarkable progress. By enlisting residents throughout the city to join forces in their crusade for a spotless city, and together with the three code enforcement officers, the future of the city has taken a turn in the right direction.

A fresh vitality is apparent in the business community. The chamber of commerce sponsored an all-day business symposium in October, together with the Riverside County Economic Development Agency, the city, the *Desert Sentinel* newspaper and the Hoteliers Association.

The symposium, entitled "Teaming up for Business," brought together realtors and developers, retailers and representatives of the service industries. The chamber of commerce was able to establish unity among the various segments of the business community and a new sense of direction.

Desert Hot Springs excels as a community of volunteers. The last two years have seen the city break Coachella Valley records in pints of blood donated. Residents have volunteered in record numbers for help with children's activities, the Boxing and Fitness Center and building of a park and Teen Center, just to name a few.

Every time a family in town experiences a tragedy, neighbors show an outpouring of support — both monetary and moral. This volunteerism has become the envy of

the Coachella Valley. It says a lot about the citizens of DHS.

Not to be overlooked is the city's tourism which remains strong. New owners of the 115-room former Royal Fox Inn, now called the Agua Caliente Hotel and Spa, are remodeling the facility. The beautiful Sunset Inn is adding 22 rooms. The former Ponce De Leon, now called Mineral Springs Resort Hotel, has been remodeled. Its fountains have become a landmark. Several other hoteliers have used redevelopment monies to remodel their resorts.

Desert Hot Springs boasts of the best hot mineral water and the best cold mineral drinking water found anywhere on the face of the earth. With the completion last fall of Mineral Springs Park on Palm Drive, visitors can view the city's famous natural hot mineral waters as they flow over a beautiful rock formation and can learn the history of the waters by reading placards. The city's cold mineral drinking water flows from fountains in another part of the park.

An enterprising hotelier has built a state-of-the-art bottling plant in his hotel and produces delicious low salt mineral water in one- and two-liter bottles. These bottled waters have won the acclaim of residents and visitors alike and are for sale in several city outlets.

The community is developing a trail for hikers on the east end of town through Long Canyon that allows hikers to reach Joshua Tree National Park from the city. This is but one of many canyon trails on the north side of town available to avid hikers.

A new era is dawning in Desert Hot Springs. With thousands of acres of land on the city's west end waiting to be developed, DHS has a real positive future ahead.

—Hank Schmitz

1996

Year in Review ...

Victorville — Key City of the High Desert

The city of Victorville is the retail and commercial hub of the Victor Valley. Due in large part to the conservative fiscal policies of its five-member council and city manager, the city has continued to provide a high level of municipal services to its citizens.

The city covers 67.68 square miles with a population of 62,810; its annual budget is \$69.9 million.

Within the city of Victorville, about 3,300 acres are zoned for commercial use. The combined value of all construction projects, including commercial and add-ons, hit a two-year peak. Sales tax figures for the second quarter also show an increase over prior years.

Business growth

The city has continued its support and commitment to the RogersDale USA project. 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 each year.

Desert Valley Hospital and Medical Center, which opened its doors in September 1994, expanded its services with the addition of a birthing center and a certified emergency room. Plans are also being discussed for an additional 50,000 square feet of medical office buildings in the general vicinity of the hospital and a zoned medical campus.

The medical services campus is underway in the Bear Valley Road Redevelopment Project Area, on 20 acres at the northeast corner of Hesperia and Silica roads. The project will mix general practitioners, specialists, dental services, chiropractic services and other ancillary services such as physical therapy and laboratories. Construction is nearing completion on the new 20,000-square-foot dialysis center being built by Dr. Jaya Shankar in

the medical campus, and two other doctors will be adding 5,000- to 6,000-square-foot office buildings in that area within the coming year.

Two new commercial centers, anchored by fast food and gas services, opened along Highway 395 at the intersection of Bear Valley and Palmdale roads, allowing the city to capture commercial traffic not only along Interstate 15, but also along the Highway 395 corridor.

The federal correctional complex planned for the property just south of the former George Air Force Base is set to begin construction in 1997, with a target opening date of late 1999. This facility will house up to 1,200 inmates. This project will generate a sizeable number of construction jobs during the two-years of construction, and between 250 to 800 new jobs when the various phases of the facility open.

High Desert Dessert Centers is purchasing 1.1 acres adjacent to and south of the new Harley Davidson of Victorville building on Valley Center Drive in the Hook Road Redevelopment Project Area. The company plans to build a 2,400- to 3,000-square-foot Dairy Queen. The store will generate as much as \$1.3 million annually in taxable sales and provide between 25 to 35 new full- and part-time jobs. High Desert Dessert Centers planned to begin construction by the first part of December 1996 and to open in March 1997.

Team Rental Group Inc. is purchasing 4.1 acres at the northeast corner of the Roy Rogers-I-15 interchange, also in the Hook Road Redevelopment Project Area. The company plans to construct a Budget car and truck sales lot, which will have 7,000 square feet of buildings, including a new showroom for same-year cars for sale and the creation of a new auto rental station and service bays for cars. The new business will add at least 15 new jobs and generate between \$13 million to \$15 million annually in taxable sales.

Construction on the facility is scheduled to begin early this year and be open for business by June.

In the Bear Valley Road Redevelopment Project Area, Victorville is working with Sonshine Auto and Repair which will relocate and expand from a 16,000-square-foot facility to a new 32,000-square-foot facility; it will add an additional 75 new jobs as a result.

The Circuit City plaza (Victor Valley Home Plaza) was recently sold to West Trust Financial and BAV Post Realty Partners IV in Los Angeles. The new owners plan on making the center a family-themed entertainment plaza and they have a new user for the 30,000-square-foot building previously used by Pharmor and Expo. The company is in discussions with the city planning department.

The Village Center — Montgomery Ward, etc. — was recently purchased by Lincoln National Insurance. It was formerly owned by Jack Tarr Development. Recent additions to the center include an L.A. Cellular Superstore — which is planning major expansions in the coming year — and Shaw Carpet. Another 5,000 square feet of new leasable space remains.

Two new vocational colleges opened sites in Victorville. Advanced Career College, specializing in computer science, and California Health Institute, specializing in health care, opened during the first part of September.

Harley Davidson of Victorville opened a new 14,000-square-foot facility in September, one of the 10 largest dealerships in the country; it is located just across the street from the Price-Costco and Home Base center.

GTE has opened a customer service "mega-center" in Victorville, similar to GTE's customer service center in Oxnard, and in November formally opened its new PhoneMart to complement existing facilities.

Victor Valley Union High

School District opened the first phase of the new Silverado High School on Cobalt and Palmdale roads. This state-of-the-art high school was necessary to accommodate the children of the many new residents moving into the area. Victor Elementary School District has a new elementary school under construction within the Brentwood Master-Planned housing community.

Old Town

Victorville has also worked to address the revitalization efforts in Old Town Victorville. The efforts have created a strong partnership between the city, the Old Town Victorville Property Owners Association and other area businesses and residents.

The deterioration of Old Town did not happen overnight, and the revitalization of Old Town will not happen overnight, but significant progress has already been made, including:

- The adoption of a specific plan for the Old Town area;
- Significant improvements on Seventh Street, including improvements and streetscaping in Old Town;
- Construction of a veterans memorial at the entrance to Old Town;
- Plans to construct a new Transportation Service Center in Old Town, which will provide a central hub for regional transportation needs as well as help with the revitalization of the area.

Infrastructure

One of the main reasons that Victorville has been so successful in attracting businesses and new jobs lies in the fact that the city has always had a commitment toward providing the infrastructure necessary for businesses to grow and succeed.

The city budgets nearly \$20 million per year just for capital improvement projects.

City of
VICTORVILLE

City of
Temecula

Year in Review

1996

Temecula Prospers in 1996!

Temecula has emerged as one of the fastest growing cities in Southern California. With a population of 46,000 and growing, residents enjoy one of the richest and most varied opportunities for the good life of any city in Southern California. Beautiful scenery, clean air, diversified recreation, award-winning schools, an attractive housing market and safe neighborhoods resulted in Temecula being ranked as "The Most Livable City" in the county.

Reflecting on the past year, 1996 was a very prosperous one for the city of Temecula. The city council accomplished many important milestones throughout the year, reaching its projected goals.

Tremendous business growth

Temecula experienced its share of success last year in attracting businesses to the area, as well as assisting local companies with expansion. Some of the highlights include:

- Professional Hospital Supply, noted for its production and distribution of medical supplies, completed expansion of a new 290,000-square-foot building in January. That expansion was successful because it was completed within 120 days from the time construction began under the city's Fast Track program.

- Amscan Inc., a New York City-based national distributor of party supplies, completed its expansion in January by building an additional 98,918-square-foot distribution facility providing a total of 200,000 square feet for operations. The expansion will include 40 new employees.

- FFF Enterprises is a distributor of blood products and pharmaceutical supplies. Its new facility, with completion slated for spring, will encompass 77,582 square feet of office, warehouse and distribution space.

- Channell Commercial is a manufacturer of precision-molded thermoplastic enclosures used by cable television operators and tele-

phone companies. The company operates in a 160,000-square-foot manufacturing and office facility in Temecula and is building a 99,840-square-foot manufacturing-distribution center in the city.

- Plant Equipment, a manufacturer of emergency 911 data systems, moved into its new 36,053-square-foot industrial building in November.

- Zevo Golf, a manufacturer of custom-fitted golf clubs, has plans to build a factory, test center and private driving range on 18.8 acres in Temecula and plans to employ 200 within 2 1/2 years. The golf facility will include a state-of-the-art test center and a driving range for testing golf equipment.

- Magnecomp Corp., the largest business relocating to Temecula last year, is the world's largest manufacturer and developer of high-quality hard disk suspension assemblies. With 2,100 employees worldwide, Magnecomp relocated its Group Operations Headquarters and its 300-plus employees to a 100,660-square-foot building.

Temecula provides many advantages to businesses including easy access to the I-15 and I-215 corridor, a wide range of transportation, a highly skilled labor force, fast-track permitting, competitive land costs and a business-friendly city government that is dedicated to economic growth.

Old Town Temecula

One of the most exciting projects planned for the Old Town area is the Old Town Entertainment Center. The Entertainment Center is scheduled to break ground early this year and will be a \$100 million family entertainment center featuring concerts, dance, theater, adventure and interactive entertainment in a turn-of-the-century theme.

Various attractions will add up to 10 entertainment venues, including a 2,200-seat Opera House and a 4,800-seat Wild West Arena.

The Entertainment Center is

proposed to generate more than \$84 million in annual spending within the city and will create approximately 2,500 jobs area-wide, of which approximately 1,400 will be in the city of Temecula.

New city hall

Seven years after incorporation, the city paid cash for a new city hall in July 1995 and moved into its first owner-occupied facility last October. The two-story, 30,000-square-foot office building offers special features, including a high-tech council chambers equipped with wall-mounted cameras, display screens, a television monitor and projectors. It also includes a law library, records management room, and an Internet work station for visitors to access agendas and ordinances.

A 9,000-square-foot city maintenance and storage facility located behind city hall is under construction and is scheduled for completion by mid-February.

New fire station

The Temecula Fire Department looks forward to the addition of its third fire station this spring. The 10,000-square-foot Eastside Fire Station will serve as headquarters for its volunteer program.

Last June, the Temecula city council agreed to purchase a new "virtual reality" fire helmet equipped with a thermal imaging system. Only 60 of these helmets are being used in fire departments across the United States and Temecula is the first on the West Coast to put the helmet into service.

Capital improvement projects

Temecula continues its commitment toward planning for growth and for providing the infrastructure necessary for that growth.

- The Winchester Bridge Widening Project will widen Winchester Road bridge over the I-15 Freeway, Santa Gertrudis Creek bridge and the construction of a new northbound loop on-ramp.

- Sixth Street Parking Lot project, currently under construction, includes providing public restrooms and 80 parking stalls on Sixth and Front Streets in Old Town. This project will tie into the proposed 1 1/2-acre transportation center scheduled for completion this year.

- Sam Hicks Monument Park Improvement Project, a 2 1/2-acre park, received improvements including a concession-restroom facility, gazebo, rose garden, renovated play area, lighting, landscaping and improvements to the existing monument, coupled with a beautiful plaza area, meandering walkways and picnic facilities.

The new building for the Temecula Valley Museum, located behind the park, is under construction, as well as St. Catherine's Church which will operate as a wedding chapel and serve as a community meeting place.

- Design of the citywide intelligent traffic management system is underway which will allow the timing of all major traffic signals in designated areas to operate more efficiently. In addition, four new traffic signals were installed at intersections in the city.

Parks and recreation facility

Temecula is widely recognized for its exceptional quality of life. Residents of all ages enjoy a wide range of recreational and leisure opportunities within the city. The city has adopted a parks master plan with 142 acres of developed and beautifully landscaped park facilities.

The Community Services Department opened four new city park sites last year, bringing the number to 18 city-operated parks. The new parks include: the Butterfield Stage Park, Rotary Park and Nakayama Park. The Duck Pond, a 5-acre park site with 1.5-acre pond, received a face lift and was dedicated in June. The Duck Pond exhibits a beautiful entrance to the city and allows visitors a serene setting in which to relax.

1996

Year in Review

Coming to Terms with the Shifting Issues of Urban Development

Claremont's accomplishments for 1996 cover a wide range of projects and issues. They are the result of the combined efforts of elected officials, staff professionals, community members and the business community. Cooperation has been — and will continue to be — the key to ensuring that Claremont is responsive to the needs of the entire community.

Priorities based on resident input

Claremont's accomplishments for 1996 directly reflect the issues that our community members told us are most important to them. A series of community workshops held in January allowed the public to provide their comments regarding the level of municipal service provided by the city, Claremont's quality of life and what they thought the community should be like 10 to 20 years from now.

Participants in the process reaffirmed their desire to maintain current city service levels with an emphasis on basic municipal services, particularly police and infrastructure maintenance. The city responded by allocating more than 54 percent of its general fund budget to police department operations. The city's work plan also calls for staying current with scheduled maintenance efforts in order to avoid creating a backlog of deferred projects.

Included in the balance of services provided by the city in 1996 were those which enhance the quality of life enjoyed by Claremont residents. The city provides a wide range of nationally-recognized programs designed to meet the needs of all age groups, for the young and for the old.

Some of Claremont's most noteworthy accomplishments for 1996 are described below.

Aggressive capital improvement program

Claremont's physical infrastructure represents a sizable financial

investment on the part of its citizens and business owners, one that is, quite literally, a lifeline for the entire community. Protecting that investment through adequate maintenance is a responsibility that the city does not take lightly.

This effort will continue into 1997. Projects slated for this year include the realignment of Monte Vista Avenue at Claremont Boulevard, widening the Indian Hill Boulevard offramps from the San Bernardino Freeway (I-10) and widening Base Line Road to four lanes.

Economic development

Proposals for new or expanded businesses in Claremont are on the rise, a trend that city officials attribute not just to a turnaround in the general economy but to the attractiveness of Claremont as a business location as well.

Last year, the Claremont Redevelopment Agency entered into an agreement with a developer to purchase and develop a highly visible corner in the downtown Village as a retail center. This site is particularly important because it is the last undeveloped parcel in the Village and serves as an "entrance" to the downtown district. The developer is committed to designing a building with an architectural style that is distinctive yet compatible with the rest of the Village.

The agency also acquired a historic citrus packing house and cold storage facility just west of the Village. Owning these buildings improves the agency's ability to guide development of this "Village West" area into a commercial-mixed used district.

Efforts to develop the Foothill East site also got a boost in 1996 with the announcement by an international manufacturer of its desire to build two 50,000-square-foot buildings on the site. This proposal fits in well with the redevelopment agency's strategy for Foothill East,

which allows for industrial development on the northern section of the site while envisioning a single commercial-retail project along Foothill Boulevard.

Improved public facilities

When asked to comment on what Claremont should be like 10 to 20 years from now, the majority of Claremonters saw the need to improve existing public facilities. To help clarify and prioritize those needs, a Public Facilities Needs Assessment (PFNA) task force was formed. A report released by that group last summer identified the highest-priority community facility needs as: a community center; additional parks and sports fields; a state-of-the-art library; and more facilities for seniors and young people.

The city responded by entering into an agreement with the local school district to buy a "surplus" school with the ultimate goal of converting the facility into a community center.

Whether the project can be completed as planned depends on the city being able to identify where to get enough money. At this point, sources for less than half the needed amount have been identified. There is some time available to develop options, however, since the balance of the purchase price isn't due until July 31 and renovation can't begin until the district vacates the building on Sept. 30, 1998. Should funding not be available, the site would most likely be sold for residential development.

Emphasis on youth continues

Claremont's Youth Master Plan is a community-developed, nationally-recognized "blueprint" for guiding Claremont decision makers and service providers in their efforts to address the needs of local youth and their families. Implementation of the Plan is being overseen by the Claremont Youth Master Plan Partnership, an independent commit-

tee made up of community members representing a wide range of interests.

Implementing the recommendations spelled out in the youth master plan was a high priority in 1996. In addition to continuing the highly successful Youth Activity Center for high school students and the expanded TRACKS junior high after-school program, the city introduced an after-school program for students in the fourth through sixth grades. Participants enjoy arts, crafts, sports, drama, an afternoon snack and much more in a supervised, recreational setting. A second site will be added this month.

Looking ahead

The coming year promises to provide a number of exciting activities and events in Claremont. We're especially looking forward to the opening of the 1,200-acre Claremont Hills Wilderness Park, one of the largest urban wilderness parks in the country. The land for the park came to the city as the result of a unique cooperative arrangement with a large private landowner and without any costs to the city's general fund.

But Claremont also faces some financial uncertainties in the coming year, including those created by two lawsuits filed against the city by the Howard Jarvis Taxpayers' Association and its supporters, and the passage of Proposition 218 on the November ballot.

Both of these have the potential to seriously impact the city's ability to provide services to Claremont's citizens. In response, the city has placed a measure on the March 1997 ballot asking Claremont voters whether or not they want to continue the city's utility user tax and its Landscape and Lighting Assessment District.

Claremont is very proud of its approach for dealing with the fiscal realities of today, realities in which traditional government funding sources can't keep pace with the cost of services our citizens demand.

City of
CLAREMONT

1996

Year in Review ...

City of
Moreno Valley

A Place Families and Businesses Call Home

In 1996, dramatic events signaled the arrival of Moreno Valley as a hometown for many residents and businesses. These events solidly establish it as the community to watch in the 21st century.

Having turned 12 years old last month, Moreno Valley has been catching up to provide the same quality of life amenities as many of the region's older communities. As the fourth-largest city in the Inland Empire, with a population of 134,000, Moreno Valley has created high expectations from residents and companies alike.

Moreno Valley has succeeded in making itself a hometown, accomplishing this despite starting a city from scratch in 1984 and having to grow it through a long recession.

The past year was outstanding, with significant progress made in business attraction, recreation, public safety and education.

Business attraction and expansion

Last year, two manufacturers made Moreno Valley home. Thor California, a start-up company which produces recreational vehicles, opened in January with 80 employees. Demand for product grew quickly and the company expanded to 220 employees in the first three months. The company is projecting sales of \$40 million in its first year.

Supreme Truck Bodies of California also chose Moreno Valley for its expansion. The company is a premier manufacturer of commercial truck bodies. It has an impressive list of customers, including Coca Cola, Frito Lay and Ryder.

Supreme Truck Bodies conducted an extensive site search in the Inland Empire but selected Moreno Valley for economic reasons. "There were several very good Inland Empire sites we considered," said Supreme's general manager, Lee Granus. "But overall, Moreno Valley met our space and price needs best."

Moreno Valley also saw expansion in the growing back-office

industry. In 1995, United Airlines moved a 125-employee ticket reservations center into town. After one year, United announced that it is expanding operations to 190 employees.

Recreation

Moreno Valley's large and youthful population has generated much interest in family-orientated sports and recreation. In fact, the Riverside *Press Enterprise* named Moreno Valley No. 1 in family recreation.

Enthusiasm generated by local sports teams has quickly turned the community into a sports tournament center. In August, Moreno Valley played host to the National Bobby Sox Girls Softball Tournament. More than 1,400 girls on 120 teams competed in the 10-day tournament.

In all, Moreno Valley was home for six major tournaments in 1996, including the Amateur Athletic Union Baseball Qualifying Tournament and the Moreno Valley Heat Summer Classic, which attracted 170 teams from three states.

Besides youth athletics, the city hosts the PGA-sponsored NIKE Inland Empire Open golf tournament. This event is played every February at the top-rated Moreno Valley Ranch Golf Club and brings 144 golf pros and more than 10,000 fans to the community to participate in the four-day event.

Tournaments have a major economic impact on local businesses. A family of four spends an estimated \$125 per day on hotels, food and shopping while visiting Moreno Valley during a tournament. The Bobby Sox Tournament alone generated more than \$1.5 million in revenues for local businesses.

Public safety and education

An essential element of any hometown is public safety. Moreno Valley has made tremendous strides in improving community policing, saving money in the fire department and maintaining a zero-tolerance program to control graffiti. These

achievements have resulted in lower crime rates, improved efficiencies and have given residents a secure feeling about their community.

The city's Problem Oriented Police (POP) Team works with residents in older parts of the community to address specific neighborhood problems. POP Team officers hold community meetings, work with property owners to remove blight and encourage residents to get involved in crime prevention. The POP team receives 40 percent of its funding from federal grants, allowing the city to stretch citizens' tax dollars a little further.

In September, the cities of Moreno Valley and Riverside opened the first jointly owned and operated fire station in California. Firefighters and equipment from both cities are housed in one facility. The cities are sharing utility and maintenance costs and will even respond to service calls in each other's jurisdiction.

"By sharing the fire station with Riverside, we get the benefit of an extra engine company serving Moreno Valley at no extra cost to taxpayers," said Bob Green, Moreno Valley's fire chief.

The city saved \$700,000 in construction costs and will save \$50,000 annually in operations costs by sharing the facility with Riverside.

The ugly effects of graffiti upon a community are apparent to most residents. In addition to the eyesores graffiti creates, it encourages additional crime and vandalism. Moreno Valley has taken an aggressive

stance to combat the problem and by last year graffiti became virtually nonexistent.

The city uses a three-pronged approach to fight graffiti: removal, prevention and prosecution. An anti-graffiti hotline is available for residents to report recent incidents. The city's graffiti removal team and volunteer groups then quickly remove the graffiti, usually within 24 hours. A 37-member anti-graffiti patrol works with the police department to patrol the city in search of taggers. When caught, graffiti vandals are arrested, prosecuted and ordered to pay restitution.

The results are impressive. Since its inception in 1993, the anti-graffiti program has resulted in 200 arrests, calls for removal have decreased 85 percent and the program cost dropped from \$440,000 per year to \$136,544.

Creating a hometown

Moreno Valley has worked hard to create a hometown atmosphere for residents. Successes in business, recreation and public safety are just a few of the areas in which the city is excelling. These achievements are the result of hard work by many individuals and groups, who collectively are striving to make Moreno Valley a great place to live, work and raise a family. From entrepreneurs to soccer moms, and from concerned citizens to city staff, Moreno Valley has become their hometown.

Look for more exciting news coming from Moreno Valley in the future.

City Of
Moreno Valley

1996

Year in Review ...

COUNTY OF
SAN BERNARDINO

San Bernardino County Economic Development 1996 Overview

The San Bernardino County Economic and Community Development Department (ECD) provides a variety of programs and services designed to attract new industry to the county while retaining existing businesses, with the ultimate objective of maximizing employment opportunities and increasing capital investment in the area.

In order to reach this goal most effectively, San Bernardino County utilizes a unique combination of public and private resources. The resulting program provides a full gamut of economic development activities, ranging from financial incentives and demographic data to trade show participation and promotional materials.

These sophisticated programs, applied in concert with the region's built-in attractiveness to industry, made San Bernardino County one of 1996's fastest growing areas. While industrial development activities continue to create new jobs, the full spectrum of services provided by ECD continues to enhance the quality of life in San Bernardino County, assuring that it remains not only a leading area in which to work and invest, but also an attractive place in which to live.

DIVISION RESPONSIBILITIES

Business financing

During the past year, Economic and Community Development Department (ECD) expanded its loan programs from four to eight, thereby covering business needs from small entrepreneurs to major industries. Four of the programs utilize Community Development Block Grant (CDBG) funds to spur economic development.

Regional cooperation

Through agreements and contracts with private sector, non-profit organizations, the county continues to generate a high-level profile in economic development arenas. ECD actively participates in programs and projects in an effort to reach the economic

development goals of the county.

Agua Mansa Enterprise Zone

The California Enterprise Zone Program was established to stimulate private business and industrial growth in economically distressed areas. The Agua Mansa Enterprise Zone, authorized in 1986, covers nearly 10,000 acres and is centrally located in the western Riverside-San Bernardino counties area and includes portions of both counties and the cities of Colton, Rialto and Riverside.

These five entities entered into a Joint Powers Agreement which established the Agua Mansa Industrial Growth Association (AMIGA). This agency was formed in order to promote business and industrial growth in the zone by coordinating marketing and administering economic development programs.

State Enterprise Zone incentives include: sales and use tax credits; hiring credits; business expense deductions; net operating loss carryovers; nontaxable investments; and employee tax credits. In addition to state incentives, local jurisdictions offer low-cost, long-term financing to qualified businesses locating or expanding within the zone.

A Recycling Market Development Zone (RMDZ) overlays the Enterprise Zone, and the California Integrated Waste Management Board has created a special low-interest revolving loan fund to assist recycling-related businesses in the zone.

Base re-use:

• *San Bernardino International Airport and Trade Center* — formerly Norton Air Force Base

The Inland Valley Development Agency (IVDA), created in 1990, is the original joint powers agency that was formed to oversee the reuse of the former Norton Air Force Base and implement programs to assist in recovering from the economic

impacts of its closure. The county is a member of, and the fifth district supervisor co-chairs, the agency.

The IVDA serves as the property and facilities manager of all non-aviation-related commercial activities at the former air force base. The property encompasses approximately 400 acres adjacent to San Bernardino International Airport, also under development. Through its early efforts, the IVDA has assisted in the creation of more than 3,300 jobs on its property and has proposals pending which would result in approximately 3,000 more.

The San Bernardino International Airport Authority (SBIAA) is also a joint powers agency made up of the County of San Bernardino and the cities of San Bernardino, Loma Linda, Highland and Colton. The authority is responsible for operating, repairing, maintaining and administering the approximately 1,300 acres of airport property. The SBIAA operates and manages the public, mixed-use, commercial service airport. It has the capacity to provide regional air traffic for domestic and international use serving both the passenger and cargo markets.

• *Southern California International Airport* — formerly George Air Force Base

In the High Desert region of the county, another military installation — formerly George Air Force Base in the Victor Valley area — has resulted in the formation of a joint powers authority, the Victor Valley Economic Development Authority (VVEDA), in order to effectively plan for reuse of this property.

The former facility has been officially renamed Southern California International Airport. It is also the first closed military installation in California to receive a LAMBRA (Local Agency Military Base Recovery Area) designation. The LAMBRA designation allows communities to extend tax and wage credits to companies located on closed military bases.

In addition, VVEDA is pursuing a Federal Free Trade Zone designation and the establishment of a Federal Aviation Administration (FAA) contract inspection station. As of the end of 1996, 21 leases had been signed and more than 350 new jobs had been created.

Overall Economic Development Program (OEDP)

The Overall Economic Development Program (OEDP) Annual Report is prepared by the Economic Development Division and is the document which qualifies public agencies throughout the county for grant funding offered by the U.S. Economic Development Administration (EDA).

The OEDP is a comprehensive overview of the local economy which describes the area's attributes and potential opportunities while addressing particular problems or impediments. Most importantly, the report presents project descriptions which are presented for consideration in the EDA funding process.

Business retention

To complement its efforts to attract new employers to the county, the Economic Development Division has implemented its business retention program aimed at combating the outward migration of industry from California and San Bernardino County. In this important effort, the Division works closely with the California Trade and Commerce Agency, local jurisdictions, community organizations, economic development agencies, utility companies and regulatory agencies to identify firms considering a move and then takes positive steps to assure their continued local operation.

Promotional activities

Economic development promotional activities cover a variety of avenues to convince existing and potential employers that San Bernardino County is the best and most profitable location.

1996 Year in Review ...

City of
PALM DESERT

Palm Desert Surges Ahead to 2000 and Beyond

Palm Desert has long been recognized as a forward thinking city and a leader in the Coachella Valley. Looking back at 1996, Palm Desert, lived up to its reputation. Following are highlights of the city's accomplishments throughout the year.

Retail

High retail sales figures have earned Palm Desert the name "King of Retail." Sales for the first half of 1996 were up to \$381 million. That's nearly a 10 percent increase compared to the same period in 1995. With vacancies being filled and new centers being constructed, projections for 1997 look even better.

The once partially empty One-Eleven Town Center will soon be home to Best Buy which will occupy nearly 50,000 square feet of the center where Cost Plus, several restaurants and other specialty stores are located and will remain open. World Gym recently opened its doors at the north end of the center, on the corner of Fred Waring and Town Center Way.

Scheduled to open in early 1997 is the Lucky's center on Deep Canyon and Highway 111. This 90,000-square-foot center also will include several retail stores, with Lucky's occupying 60,000 square feet.

Construction began on the Gardens on El Paseo which, when complete, will add an additional 207,000 square feet to south El Paseo. Anchored by Saks Fifth Avenue, the Gardens also will include approximately 40 stores and restaurants, and a semi-subterranean parking structure. The Gardens on El Paseo is slated to open in February 1998.

Tourism

Tourism continues to be a driving force in Palm Desert with hotel room rentals for the first half of 1996 nearly 8 percent higher than for the same period in 1995, totaling \$34 million.

This year, Palm Desert continued its promotion with a multi-page site on the World Wide Web (<http://www.palm-desert.org>). The

city also maintains its own low-watt radio station — 1610-AM — to keep residents and visitors informed of special events, points of interest and general city information.

The Palm Desert Visitor and Information Center staff assisted personally more than 24,000 people and responded to nearly 4,500 inquiries in 1996, answering questions and directing visitors to hotels, restaurants and other recreational and popular sites.

Palm Desert is doing its part to make the world a little smaller. For more than 15 years, the city has had a relationship with Gisborne, New Zealand, under the Sister Cities Program, and five years ago, the city welcomed another sister, Osoyoos, British Columbia. The cities share information on culture and issues such as recycling, land usage and development. In May 1997, Palm Desert will host the Southern California Sister Cities Conference.

Education

Palm Desert celebrated National Library Week in April by opening the Multi-Agency Library, one of the first of its kind in the nation.

"A joint project of the city of Palm Desert, College of the Desert and the County of Riverside, the \$8.5 million Multi-Agency Library is a testimony to great teamwork and provides a much needed community resource," said Principal Librarian Barbara Bowie.

The 43,000-square-foot facility features a children's library, a story room and a community room, as well as computers and numerous art exhibits which rotate throughout the year.

Just in time for the new school year, a fourth elementary school — James Carter Elementary — was opened by Desert Sands Unified School District. The school accommodates approximately 700 students.

Recreation

Palm Desert's biggest development of the year was the beginning

of Desert Willow, a \$45 million, 515-acre project that will include two 18-hole championship golf courses, a time share development and a resort hotel, as well as a few smaller hotels.

The two desert-style golf courses were designed by PGA Tour player John Cook and noted architect Michael Hurdzan. The championship north course will be available to the public next month; construction of the resort course is set to begin in June. Desert Willow is located between Country Club and Frank Sinatra, and between Cook and Portola.

For some added fun and recreation, the Palm Desert city council approved a soccer complex consisting of five lighted fields to be located on Hovely between Portola and Cook. Play is scheduled to begin in the fall.

2000 and beyond

In attempting to keep ahead of the times, instead of just keeping up with them, Palm Desert established a strategic planning committee in 1984 which outlined goals and objectives for the city to reach by the year 2000. City officials wanted to improve curbs and gutters allowing for better drainage. The committee wanted a major destination resort to locate within Palm Desert, which eventually was realized in Marriott's Desert Springs Resort & Spa. Other goals included increasing park land, creating an "Art in Public Places" program, and building the Multi-Agency Library.

These strategic planning committees serve to ensure that Palm Desert's visions will become reality.

Transportation

Four major public works projects began in 1996. The four-lane Monterey Avenue Bridge was constructed to provide the Coachella Valley's second all-weather crossing at the Whitewater Channel. Improvements also are being made to the I-10's Monterey and Washington

interchanges, allowing easier flow of traffic into and out of Palm Desert.

In order to reduce congestion on Washington and Monterey avenues, motorists will be able to access Interstate 10 through Cook Street, effective next month. To add some character to these interchanges, Palm Desert's Art in Public Places program has placed native wildlife petroglyphs on the walls and columns of the overpasses.

Special events

Palm Desert isn't all business. The city takes pride in presenting a variety of free community events throughout the year. Each year, the events become increasingly popular. The Haute Nites, Cool Sounds Summer Concert Series attracted record breaking crowds to nearly a dozen concerts held throughout the summer in the Civic Center Park Amphitheater.

SpringFest, held annually in April, is a family day in the park which kicks off the spring season with arts and crafts for children, a petting zoo, food and more. Palm Desert also is the site of one of the largest Fourth of July celebrations in the valley.

Unique to Palm Desert is the Golf Cart Parade which celebrated its 32nd birthday last year. This annual November event attracts more than 25,000 spectators.

In 1996, Palm Desert held its first annual tree lighting ceremony in Civic Center Park, where two trees were planted especially for the occasion. In conjunction with the tree lighting was the second annual Pat Anderson Memorial Children's Literature Festival and the Holiday Festival of Music.

For more information about starting a business in — or relocating one — Palm Desert, contact the city's Economic Development Department at (619) 346-0611. For residential or visitor information, contact the Palm Desert Visitor Information center by calling (800) 873-2428.

1996 Year in Review ...

City of
FONTANA

Fontana Emerges as a Leader in Business Development

The city of Fontana is part of the world's largest economic market and is a city totally committed to business success. Of cities with populations exceeding 100,000, Fontana is the third-fastest growing city in California and the ninth-fastest growing in the nation. Fontana has become a leader in the Inland Empire.

Financially stable municipality

The year 1996 found Fontana continuing to solidify finances by fully funding liability and adding to its reserves. A five-year fiscal model is being prepared which will give the city a perspective on how proposed economic development will impact its financial future and will provide for a proactive approach to issues and opportunities.

In December, a newly seated city council vowed to be more business and development friendly. Mayor David Eshleman, newly elected Mayor Pro Tem Mark Nuaimi, council members Nancy Hooper and John Roberts, and the newly elected Manuel Mancha have brought a new sense of mission to the council.

The Fontana city council meets regularly with city commissions to review goals and objectives so that all people involved in serving the city will be united in their decisions.

Cooperative efforts

Fontana is one of the three cities involved in the Tri-City Marketing Program, a cooperative effort with the cities of Rancho Cucamonga and Ontario along with the Ontario Convention and Visitors Bureau. The Fontana city council recognizes the Tri-City Marketing Program as a way to work together with neighboring jurisdictions in order to promote major projects that will complement the economic life of the entire region.

The city has adopted a streamlined development code and development review process and has reduced many development process-

ing fees. A new spirit of cooperation and understanding between the city and the development community has emerged and is bringing the return of major development activity.

Construction continues in Hunter's Ridge Specific Plan — a 570-acre residential-commercial development located at the base of the San Bernardino Mountains. Construction began in 1995 and since that time there have been nine development companies involved in various stages of home production. All 844 lots have been purchased within Phase I of the development and major infrastructure is under construction.

Sierra Lakes, a 640-acre mixed-use upscale Specific Plan project, was approved in 1995. This development will have 2,239 residential units, 66 acres of commercial development and a 153-acre golf course.

Rough grading has commenced on California Landings — a 750-unit residential Specific Plan development. Kaufman & Broad received planning commission approval Nov. 25 for design review of 120 single-family residences.

Westgate Specific Plan received final commercial-industrial design approval by the city council Oct. 15.

Summit Heights (commercial-residential) and the Morningside mixed-use community are proposed specific plans which are currently under review.

Southridge Village Specific Plan continues to show increasing activity in residential development.

More than 2 million square feet of development in Fontana's industrial parks is moving through the plan checking process. Projects include: Tech Data's 835,000-square-foot building; a 510,000-square-foot building for United Facilities; United Pacific Pet Food's, 154,000-square-foot building; a 210,000-square-foot building; and a 303,000-square-foot building. It is anticipated that construction will

commence on these buildings during 1997.

Zoning consistency plan

A zoning consistency program for the Fontana planning area is being implemented. The process involves bringing the General Plan, Development Code, General Plan Land Use Policy Map and Zoning Map into consistency with each other. As of the end of 1996, the city had brought the zoning of almost one-half of the planning area into consistency with the 1990 General Plan.

Homebuyer Assistance Program

Under the auspices of the "Building Great Neighborhoods Program," the city of Fontana's Homebuyer Assistance Program (HAP) was implemented during 1996 to help first-time homebuyers realize their dream of home ownership. The program provides extremely attractive financial incentives — down payment and closing

costs assistance — to eligible first-time homebuyers.

The Building Great Neighborhoods Program also provides:

- Neighborhood beautification — targeting major arterials such as Juniper Avenue with paint, landscaping and clean-up programs.

- Multi-family revitalization — including the acquisition, substantial rehabilitation and professional management of selected apartments and/or neighborhoods.

- Infill housing development — solicitation of builders to construct quality single-family homes on residential tracts of one to 10 acres.

Although 1996 was an exciting year for the city of Fontana, 1997 will provide for an even more exciting year as Fontana moves ever closer to realization of its mission statement: "The city of Fontana is committed to its emergence as the premier quality-of-life community in the Inland Empire."

*Businesses provide needed assistance ...**continued from Page 19*

computer facilities periodically and to change the software programs taught so that students can continue to be exposed to state-of-the-art technology and application programs.

The colleges and universities in the Inland Empire and throughout California must have the continued financial support of the business community if we are to have the resources necessary to educate tomorrow's workforce to be competitive in our increasingly interconnected and global economy.

Steven Mintz is the dean of the School of Business and Public Administration at the California State University, San Bernardino.

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This Year, The Los Angeles County Fair Celebrates 75 Years of Southern California Tradition.

Since 1922 a lot of things have changed at the Los Angeles County Fair. This year marks the 75th Anniversary of the first Los Angeles County Fair, held way back in 1922. Along the way, the Fair has hosted more than 65 million Southern Californians who have experienced the ultimate in wholesome family fun, laughter and entertainment.

The 1997 world-class Los Angeles County Fair promises to be the best-ever in its long and colorful history. Make your plans now to relive the fond memories and the rich traditions of the past—pickles and pies, great free entertainment, contests, fantastic food, barnyard critters and down home family fun. Just imagine, all this combined with the latest in computer and electronic technology! Where else can you have so much family fun?

So mark your calendar now and make sure you attend the *other* great Southern California tradition this September - the Los Angeles County Fair. Give us a call and watch for more information. This is the year you just don't want to miss!



Los Angeles County Fair at Fairplex. Located where the I-10 and the 57 Freeways meet. For more information: (909) 623-3111. Home Page: <http://www.fairplex.com>

Fairplex Turns 75, Plans for Next Century

Like much of Southern California in the 1920s, many Inland Empire towns were driven by farming and agriculture. Vineyards, citrus groves and dairies covered the local landscape. Pomona, aptly named for the Roman goddess of fruit, was one of Los Angeles County's largest cities, renowned for its production of citrus and other rich crops.

Given Pomona's agricultural prominence, it was the decision by city leaders in 1922 to sacrifice some of its valuable farmland — which may have shaped the community more than any other event. At the urging of a group of local businessmen, the city purchased a 43-acre beet and barley field on the northwest side of town. The group erected tents, temporary buildings and a 1/2 mile racetrack to stage the inaugural Los Angeles County Fair.

According to the Los Angeles County Fair Association's charter, the fair was organized "primarily for the promotion of the agricultural, horticultural and animal husbandry interests of the great Southwest."

A lot has happened since 1922. The plot of land purchased from the original rancho of wealthy Mexican cattleman Ricardo Vejar has since expanded to 487 acres. The five-day event which drew 49,461 people that first year has grown into the largest county fair in the world, drawing attendance figures in excess of 1 million people in 48 of the past 49 years.

The Los Angeles County Fair celebrates its 75th anniversary in 1997, and it has undergone obvious growth since its debut. Along the way, more than 65 million people have returned to Pomona each September to ride thrilling carnival rides, observe the latest inventions, pet barnyard animals and eat to their stomachs' delight. The same fun-filled days they enjoyed as youngsters they now share with their own children.

Plenty has happened since Oct. 17 through 21, 1922, the dates of the first L.A. County Fair. The inaugural event was actually the offshoot of a merchants' exposition held along the Southern Pacific Railway in downtown Pomona in 1921. Its success, coupled with the fact that Los Angeles County did not have a county fair, motivated several local businessmen to form the Los Angeles

County Fair Association and set out to bring added recognition to Pomona.

Financing started with the sale of \$28,000 in stock, but only \$23,000 was realized because some of the pledges were not met. The sum was not sufficient for the necessary work, so an additional \$15,000 was gathered from personal loans to committee members from local banks. Reluctantly, the board of supervisors appropriated \$10,000 for the fair.

Ground was broken and access roads were built. A 1/2 mile race track and a grandstand with seating for 4,000 were constructed. Two cattle barns, two livestock buildings, a livestock barn and an administration building were also built. Circus tents were purchased to house the agricultural and horticultural displays. A wooden fence surrounded most of the grounds.

For a period during the 1930s, the Los Angeles County Fair was held as a tri-county fair, along with Riverside and Orange counties. During that time, the federal government's Works Progress Administration (WPA) program assisted in the construction of buildings around the grounds.

A new grandstand seating 10,000 people was constructed in 1932, and in 1933 the fair boasted the first Southern California racetrack to offer legalized pari-mutuel wagering on horse racing.

The fair ran each year through 1941, but was halted from 1942-47 because the U.S. Army used the grounds for a variety of purposes during World War II. The event resumed in 1948 with record crowds, and it has been held every year since.

Additional expansion and construction followed and continue today; the fair is still the local gathering place for friends, neighbors and relatives. But that happens more frequently than just during September. In fact, the place hardly ever shuts down.

Even the name has changed from the fairgrounds to Fairplex, which is short for Los Angeles County Fair, Hotel and Exposition Complex. The name Fairplex more accurately describes the facility as the year-round events complex it has become, playing host to more than

300 different events from January through December.

Unlike any other fairgrounds, Fairplex boasts its own luxury hotel, a recreational vehicle park, an expansive modern exposition complex, a nationally-recognized child development center, a world-class motor sports dragstrip, an internationally-known thoroughbred auction complex, a horse racing track and parking for 40,000 vehicles.

"Fairplex truly has so many things which appeal to so many people that it is no surprise that 3 million people visit the facility each year for the fair and other events," said Jim Henwood, who took over as Fair Association president and chief executive officer in late 1995.

Thanks to more than \$75 million in capital improvements to the facility since 1981 — including the renovation of the exhibition building complex and the construction of the 247-suite Sheraton Suites Fairplex Hotel on the grounds — Fairplex has become a year-round convention, exposition and automotive center. Its wide range of diverse and enterprising audiences attend trade and consumer shows, motor sports events, inter-track wagering, conventions, meetings, international equine auctions and agricultural events.

Aside from the huge attendance numbers at the fair, the Fairplex clientele include country music fans at StarFest, anglers and sailors at the Spring Boat Show, computer wizards at the Computer Marketplace, animal fanciers at America's Family Pet Expo, campers and travelers at the California Recreational Vehicle Show, holiday shoppers at the Harvest Festival, car hounds at the many classic automobile shows held on the grounds and just about everybody else with any sort of special passion or unique interest.

With so much happening at one location, the Fair Association has organized itself into four separate businesses — equine activities; self-produced events; convention, exposition and automotive business; and new and other business. The four business areas are being organized in the company's overall plan for the next five years, titled "Focus 2001: A Plan for the Future."

"We are escalating the focus of the business we already have and

advancing toward having something going on or something to do at Fairplex every day of the year," said Henwood. "We will be improving the quality of our current events and adding new events and businesses which will make Fairplex a true regional year-round entertainment destination.

"I'm sure none of the original Fair Association leaders from 1922 dreamt what this facility would be today, but we are trying to capture our dreams for the future of Fairplex and start to make them happen."

As the plan takes shape, the Fairplex staff have been busy working to put the pieces in place which will add to the year-round flavor of the facility. Fairplex now has freeway visibility with a 90-foot-high electronic message board along the San Bernardino (I-10) Freeway. A drag racing school which offers classes throughout the year opened at Pomona Raceway on the grounds shortly after the 1996 Fair. The National Hot Rod Association is planning to open a national museum and hall of fame on the grounds in 1997.

Negotiations are also ongoing with a national organization which will relocate a top weekend attraction to Fairplex in 1998. The Fair Association is actively pursuing the expansion of its horse racetrack, Fairplex Park, from 5/8 mile to one mile, and adding a 7/8 mile turf track inside the main dirt track.

Among the other projects mentioned as future possibilities at Fairplex are a 10,000-seat multi-purpose arena, an entertainment complex with restaurants and movie theaters, a retail center, ice and roller skating rinks, an art gallery and an amphitheater. All would be done with the intent of increasing the overall visibility of Fairplex and building the occupancy at the Sheraton Suites Fairplex.

The planning process will examine the past and present programming at Fairplex. Each of the four business groups are working independently, and the individual efforts will be combined in a single document, which is expected to be revealed this year.

The result is expected to be the first glimpse of just some of what can be expected over the next 75 years at Fairplex.

1996 Year in Review ...

City of
POMONA

Pomona Reaps the Rewards of Business Promotion and Expansion

The city of Pomona continued to focus on economic development in 1996. In January, Pomona adopted an "Economic Development Strategy" to maximize existing assets, retain and assist existing businesses and attract new industrial and commercial enterprises.

The economic development strategy includes the following focal points: moving ahead with planning and redevelopment of the former General Dynamics site; targeting the main thoroughfares through the city for revitalization and redevelopment; completing Pomona Ranch Plaza and the Pomona MarketPlace to create new jobs and revenue; marketing Pomona, strengthening its image and linking marketing to the overall economic development plan; and increasing retail activity, especially downtown.

The city's "Economic Development Image and Marketing Plan" was also finalized in 1996. The plan specifies specific action steps to help raise the city's profile and market Pomona to both internal customers — its residents, existing businesses — and external customers — business prospects, media and residents in surrounding communities.

General purpose 'Information Kit'

The cornerstone of our marketing materials is a comprehensive "Information Kit" which can be tailored to a wide array of audiences. The components include:

- A three-panel folder with two panels having pockets for inserts;
- A full-color brochure which includes a general description of Pomona's attributes and business opportunities; it will be designed to serve as a stand-alone piece or to be included as part of the general purpose kit.
- A set of fact brochures which can be easily updated as needed. They include "Facts and Figures," "Lifestyle," "Business" and "Housing."

• Case histories and testimonials from businesses of all sizes and demographic information.

General Dynamics RFQ/RFP and advertising

In order to market the former General Dynamics site internationally, the city prepared an RFQ/RFP — request for quote-request for proposal — that described the facility, including detailed specifications, an aerial view of the site and an area map delineating more than 1.8 million square feet of buildings. The General Dynamics marketing campaign included advertising in regional and national publications such as the *Wall Street Journal*, *Los Angeles Times* and *Business Facilities* magazine.

Carnaval

Kicking off the events campaign this year was Pomona's first ever "Carnaval." Named after a famous Brazilian parade, it was a lively street fair attended by more than 10,000 people, including residents, students, collectors and tourists. Carnaval brought residents and businesses together to showcase Pomona.

City awards

The city of Pomona received two awards for these economic development and marketing efforts. The first award was received under the category of "Economic Development Promotion" given by the national Council for Urban Economic Development (CUED). That agency selected the city of Pomona Image and Marketing Plan as the winner of the third Economic Development Promotion Award sponsored by *Business Facilities* magazine.

The second award was received for marketing and communications given by the City-County Communications and Marketing Association (3CMA). 3CMA selected the city's "Information Kit" to receive the Silver Circle Award for

the Special Publications Award category.

Redevelopment Agency projects Auto Center Sign Program

On Sept. 5, city council awarded a contract for production of the Pomona Auto Center sign program. The sign program will include the construction and installation of an 85-foot high main pylon sign with an electronic message-unit display board and trivision panel, two 20-foot high entry signs and a 10-foot high directional sign visible from the 71 Corona Expressway.

General Dynamics New Developments

The city of Pomona is finalizing its efforts to acquire and redevelop the former General Dynamics property on west Mission Boulevard. Pending certification of the completed environmental remediation activities by the state of California Department of Toxic Substances Control, the city expects to close escrow on the property early this year. In the meantime, city staff are completing the necessary pre-acquisition activities with federal and state agencies.

The city council is also reviewing final proposals from developers and potential tenants which responded to the city's nationwide marketing effort earlier in the year. The enthusiastic response to this development opportunity will allow the city of Pomona to formulate the best reuse scenario and development plan for the site.

Pomona Ranch Plaza

On Nov. 25, the city council approved a 12-month exclusive negotiating agreement with GVD Redevelopment to complete talks with a major retail chain for developing a movie theater complex with related parking and landscaping. The movie theater complex will be located on a 14.83-acre parcel of the Pomona Ranch Plaza, comprise

approximately 75,000 square feet in building area and will consist of 18 movie screens. The complex will be a first-class development which will show first-run movies.

The city council also approved a 90-day exclusive negotiating agreement with GVD Redevelopment to pursue the development of a 3,500-square-foot El Pollo Loco Restaurant. The restaurant will be approximately 3,500 square feet in area and will be located on approximately 1.4 acres at the front of the site adjacent to Rio Rancho Road.

Business development projects Business Incubator

Planning activities for a business incubator to be located in the city of Pomona began in July, thanks to a co-funded grant award from the County of Los Angeles Economic Development Commission and Southern California Edison.

A business incubator is designed to foster the growth of a business and to increase its chances of survival. A business incubator can be a physical facility which provides new businesses with a support network such as work space, shared equipment and services, and a professional and experienced manager to provide advice and professional expertise. The incubator business plan is being developed and is expected to be complete in February; site selection continues.

Mission Corridor Project

The city of Pomona selected a consultant team and awarded a contract to begin on Phase I of the Mission Corridor Improvement Project.

The Mission Corridor Master Plan identifies improvements to Mission Boulevard, including repairing and/or installing curbs and sidewalks and improving lighting and landscaping. A facade improvement program is also being considered, as well as the development of vacant and/or underutilized properties.

1996 Year in Review ...

City of
Rancho Cucamonga

Rancho Cucamonga Invests in the Future

Rancho Cucamonga's population has leaped over the 100,000 mark during the 1990s. This growth stems from its proximity and accessibility to Greater Los Angeles, good infrastructure, access to a large labor base and a sizable local economy. Since the city's population is expected to grow steadily into the next century, city activities will focus on building local economic strength, vitality and support.

The city of Rancho Cucamonga is on track for a successful future. This year, the city adopted its Economic Development Strategic Plan to effectively guide the local economy into the 21st century. The plan's consultant, PHH Fantus, identified Rancho Cucamonga's four fundamental economic advantages:

- large labor base
- positive image
- comprehensive infrastructure
- exceptional quality of life

Development on Foothill Corridor

The city's Foothill Commercial Corridor has been strengthened by major retailers located along Foothill Boulevard from Vineyard Avenue east to the I-15 freeway.

Just east of the I-15-Foothill interchange, a Watson/Arno Group development — Foothill Marketplace — boasts Price Club, Walmart, Circuit City, PetSmart, Claim Jumper, Sports Chalet and Michaels.

From west of the interchange to Haven Avenue, Lewis Homes Retail — a division of Lewis Homes Management Corp. — is marketing and developing several retail centers on behalf of its affiliates within the Lewis Homes group of companies. These include Terra Vista Promenade, Terra Vista Town Center and Town Center Square.

In September, Home Depot opened with the completion of phase one of Terra Vista Promenade, a 450,000-square-foot power center across from the Epicenter stadium.

Town Center Square exhibits

winning art from the "Sculpture in the Square" competition held by Lewis Homes Retail in association with the Chaffey College Wignall Gallery-Museum and the Arts Foundation of San Bernardino County. Town Center Square also celebrated the opening of OfficeMax TriMax Super Center and Barnes and Noble, complete with a Starbucks.

Terra Vista Town Center boasts Target, Mervyn's, Montgomery Ward, Service Merchandise, Ross, Men's Wearhouse, Big 5, Discovery Zone, Boston Market and the recently opened Romano's Macaroni Grill.

Tenant improvements for Magic Wok and new construction of a Mimi's restaurant are underway south of the Lewis projects.

On the corridor's west segment, Foothill Vineyard Center — another Lewis affiliate — finalized two tenant leases at Rancho Towne Center for a 55,000-square-foot Orchard Supply Hardware and a 34,000-square-foot community recreation center to be occupied by the city of Rancho Cucamonga. Both are expected to open in the spring.

Furthering business opportunities

The city has positioned itself as a business-friendly municipality through a variety of "Opportunity" programs including site visitations, new business receptions and permit assistance and support. More than 300 local manufacturers were contacted and presented with welcoming packets — which included business assistance contacts — and were provided city assistance as needed. Three business receptions attracted more than 150 attendees.

In addition, the city hosted an inaugural "Manufacturers Appreciation Week" in May. This function provided recognition for a strong segment of the business community.

Several manufacturers took advantage of Rancho Cucamonga's third-party electrical certification program, receiving financial and

permit assistance for new or expanding local businesses which require safety certifications for manufacturing equipment.

More than 400 requests for commercial and industrial properties were processed through the city's new *fax on demand* immediate access program. This service and other successful national and global marketing campaigns have resulted in several corporate relocations or expansions within the city of Rancho Cucamonga, including Penwall, Fisher Mills and Cerplex.

The FBI ranked Rancho Cucamonga among the 10 safest cities for the second year in a row. Mayor William J. Alexander attributes our safe community to good design and proactive public safety. The police department offers a security assessment through their "Robbery Prevention for Business" program. This service is free and has received a very positive response from the local business community.

Fostering partnerships

Rancho Cucamonga partners with several local, regional and state agencies to further economic development. For businesses contemplating expansion or relocation within the city, meetings are facilitated by the Inland Empire Permit Assistance Center and city staff to provide preliminary comments from outside agencies on proposed expansion or relocation requests.

City staff are kept informed about business issues and trends through agencies such as Chaffey College Center For Economic Development (CCCED) and the SBDC. The city also partners with CCCED to participate in monitoring industry trends, job training and development and labor force issues of concern to the business community.

Growth and cooperation

The city is an active member of the IEEP (Inland Empire Economic Partnership) which provides national

and regional support for economic development ventures including film, trade, tourism, site selection, demographic and industry trends and on-line information. The IEEP has assisted with the creation of 662 new jobs within the Rancho Cucamonga community, including those created by a major expansion of the Frito Lay facility.

The city partners with the Rancho Cucamonga Chamber of Commerce through the BRACE (Business Retention Attraction Creation and Enhancement) program. The city and the chamber of commerce work in concert to address business concerns.

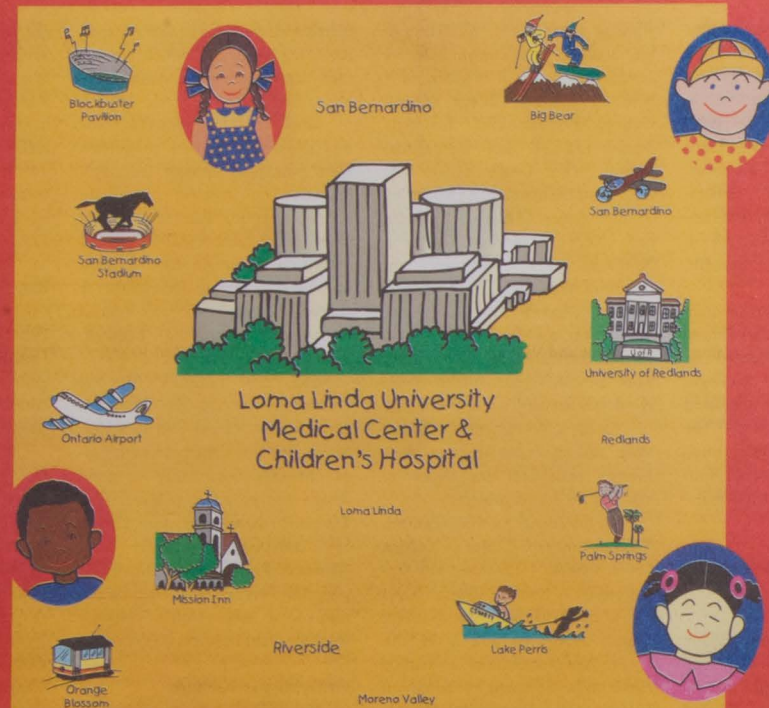
In 1996, the cities of Rancho Cucamonga, Ontario and Fontana developed a marketing campaign and published a joint "Tri-Cities Brochure" highlighting the sub-regional economic and tourist attractions including Ontario International Airport, The California Speedway, Epicenter, Empire Lakes Golf Course and Ontario Convention Center. Proximity to beaches, mountains, Greater Los Angeles and the abundance of recreational activities such as skiing, golfing, hiking, boating, ball games, theater and concerts are also highlighted.

Empire Lakes Golf Course, designed by Arnold Palmer, was completed last year at the former General Dynamics site. Empire Lakes and other points of interest have been featured on a community interest sign along the I-15 freeway. The sign thematically ties together Historic Route 66 as a "Tour Route" and a "Trade Route."

The J. Filippi Winery, Rancho Cucamonga Visitor's Bureau, Chaffey-Garcia Museum, the Raines House County Museum and the Epicenter — the city's stadium — are featured as tour destinations. On the opposite face, major retailers are featured as trade destinations. The community interest sign is the cornerstone for a "Shop Rancho Cucamonga" campaign.

THE FOURTH ANNUAL
LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL FOUNDATION GALA

Hometown Heroes
Honoring Those Who Serve Our Children



The Honorable Patrick J. Morris
Superior Court Judge, County of San Bernardino
will host Our 1997 State of the Child Multimedia Presentation

Special Guest: Rita Coolidge

Sunday, February 2, 1997
Drayson Center, Loma Linda University
\$125.00 Per Plate

Gala Proceeds will benefit Camp Good Grief

For more information, please call 909/824-4223.

Black Tie Preferred

LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL

Loma Linda University and its Medical Center Reach Out to the Region and to the World

January

Three School of Allied Health Professions faculty members traveled to Israel to assist in developing new sonography equipment. For the past two years, Loma Linda University and its medical center have been working with Dasonics, a manufacturer of ultrasound equipment. They were testing a new machine that is being developed by Elbit Ltd., an Israeli company.

The annual Loma Linda University Children's Hospital "Tree of Angels" project raised greater than \$35,000 from more than 450 people for the children's hospital.

February

Graduate School student Elaine Bobbitt joined four other students from throughout California when she was awarded a \$5,000 governor's "Call to Action" scholarship. The governor's scholarship grants five such awards to women pursuing studies in medicine, mathematics, law, criminal justice and public service. Among the criteria for selection were grade point average, community activities and volunteer work.

The Graduate School was authored by the Loma Linda University board of trustees to offer a master of arts degree in experimental psychology and a master's degree in general psychology. These programs will utilize course work and research already in place for the doctoral students.

U.S. Sen. Barbara Boxer stopped by Loma Linda University Children's Hospital and the Loma Linda University Proton Treatment Center late in the month.

March

Loma Linda University (LLU) was ranked among top 400 non-profit organizations receiving philanthropic support. This was the fourth year that Loma Linda University has earned a place on the list. There are now more than 1 million nonprofit organizations in the United States. Loma Linda University was ranked number 237.

Representatives from Loma Linda University and the medical center recently signed a memoran-

dum of understanding with the government of Kerala, a state located in the southern portion of India. Heading the Loma Linda delegation was Joan Coggin, MD, special assistant to the Loma Linda University president for international affairs.

TouchStar Productions in Seattle, Wash., consulted with Lee S. Berk, DrPH, in the production of a video: "Affirmations for Living Beyond Cancer." The interactive wellness video combines positive affirmation based on medical science findings with creative beauty and the harmony of nature's scenery.

More than \$1 million was donated to Loma Linda University Medical Center for cancer research by Vincent and Virginia Ricci. They confirmed their strong commitment to philanthropy by giving property valued at \$1.1 million to Loma Linda University.

The Loma Linda University board of trustees voted to establish a "Center for Spiritual Life in Integrative Health Care." The new center is headed by Wil Alexander, PhD, special assistant to the university president for spiritual life and wholeness.

Loma Linda University Medical Center physician Leonard Bailey, MD, was honored by the city of Loma Linda by having a park named in his honor. The Leonard Bailey Park is a 10-acre site that provides a baseball diamond, tennis court, tot lot, open play areas and a full-sized soccer field.

Three Loma Linda University Medical Center physicians were named among the nation's best heart physicians by the magazine, *Good Housekeeping*. The physicians named were Leonard Bailey, MD, Steven Gundry, MD, and Pravin M. Shah, MD.

April

An experiment developed by a Loma Linda University Medical Center researcher was on board the Space Shuttle Atlantis that landed at Edwards Air Force Base. Gregory A. Nelson, PhD, professor of radiation medicine, had a research project on board which involved studying the effects of galactic and solar radiation

on genetic material within microscopic size nematodes — any of various worms of the phylum Nematodes.

Several thousand individuals took advantage of Health Fair Expo '96 that was held Sunday, April 21, in the Loma Linda University Drayson Center. Loma Linda University Medical Center was one of 50 sites throughout Southern California participating in the 19th annual Health Fair Expo.

The Loma Linda University Behavioral Medicine Center High Desert Program held an open house at Victorville. The Behavioral Medicine Center opened that facility as an extension of the Loma Linda program which is designed to serve the needs of patients suffering from severe and acute emotional or psychiatric problems.

May

Dr. Coggin was among a three-person delegation to visit North Korea. Coggin visited North Korea to explore the possibility of a heart team visit to the Asian country.

Shawna Leilani and Janelle Kianna Roderick, conjoined twins, were successfully separated by Loma Linda University Children's Hospital physicians on May 30. The twins, daughters of Jeff and Michelle Roderick of Prescott, Ariz., were facing each other and were joined at the abdomen.

June

Nearly 1,000 Loma Linda University students received diplomas during June graduation ceremonies. Students from the Graduate School and the schools of Nursing, Public Health and Allied Health Professions were among those receiving degrees.

Loma Linda University professor David Abbey traveled to China where he taught a course to 26 provincial public health leaders and discussed air pollution issues with researchers at the National Institute of Environmental Health Scientists in Beijing.

July

The A. Gary Anderson Family

Foundation awarded the Loma Linda University Children's Hospital and the Loma Linda Ronald McDonald House a grant totaling \$750,000. The foundation will disburse the grants over a five-year period.

Twenty-five Loma Linda University students traveled to the Amazon River where they provided primary medical and dental care for the individuals living along the world's biggest river system.

Loma Linda University Medical Center surgeon Steven Gundry, MD, performed a "Batista" heart surgery on 56-year-old James Lyons. The unusual surgery removes a large part of the individual's heart. The concept was developed by Brazilian surgeon Dr. Randas Batista. The surgery creates a smaller but more efficient heart than the patient's enlarged heart.

August

Murray E. Brandstater, MD, PhD, medical director of the Rehabilitation Institute, introduced intrathecal baclofen therapy, a new treatment option specifically indicated for patients suffering from chronic muscle stiffness or spasticity associated with cerebral palsy and brain injury.

September

The Loma Linda Ronald McDonald House, Southern California's newest "house that love built" officially opened its doors on Sept. 11 with a special grand opening ceremony witnessed by community leaders, medical officials and, most importantly, families for whom the facility is intended. The 18-bedroom facility is a "home away from home" for families of children receiving treatment for cancer and other serious illnesses at Loma Linda University Children's Hospital and other nearby medical facilities.

October

A concert featuring some of the best in Latino music as well as a variety of entertainers was held Sunday, Oct. 13 at the Epicenter in Rancho Cucamonga, highlighted by the appearance of Jimmy Smits.

1996 Year in Review ...

City of
Montclair

Montclair Plaza Offers New Look, Same High Quality for Shoppers

Where has a serious Inland Empire shopper been able to find a variety of stores in a quality shopping environment for the last 28 years? Why, the Montclair Plaza, of course. Since 1968, the Montclair Plaza has offered Inland Empire shoppers a familiar place to take the family shopping that features selection, cleanliness, convenience and customer service.

The city of Montclair had a vision for hosting a major retail shopping mall to serve residents in the valley.

Montclair Plaza is the result of this vision. Located in one of the city's commercial redevelopment project areas, Montclair Plaza is the area's premier retail facility. The Plaza is anchored by Nordstrom, Sears, Macy's, Robinson's-May and J.C. Penney.

Montclair Plaza owners recently decided to give the Plaza a bright, new look by implementing changes at the shopping mall. These changes are designed to keep consumers continually consumed with the idea of shopping at Montclair Plaza.

The Plaza's general manager, Bill Mendelsohn, says that changes to a shopping mall property need to occur every three to five years in order to keep a "best foot forward approach." Periodic renewal keeps shoppers interested in a particular shopping area and people most enjoy shopping in a place that looks polished.

The cost of the most recent best foot forward approach for Plaza owners is \$4 million dollars. Recent changes center on exterior, landscaping and graphics. Change highlights include a complete resurfacing of the parking lot, a new lighting system with whiter, brighter lights to increase safety and customer service orientation, a new logo image and signage at the I-10 freeway and plaza entrances and coordinated re-landscaping of the parking lot entrances which contrast with surrounding streets.

If you have not had a chance to check out

these recent changes, you may wish to visit the Plaza and be aesthetically delighted. Please be advised that the bright new colored logo may cause a stir amongst the Plaza travelers in your party and may possibly cause a family debate on whether or not this logo should have replaced the last one. You may just find out who in your family welcomes change and likes bright colors. According to Plaza staff, "the new logo was designed to convey a quality, convenient shopping



The Montclair Plaza sports colorful new signs indicative of its vibrant shopping atmosphere.

experience."

The Plaza staff themselves have received an overwhelming amount of favorable comments from shoppers and merchants who are thrilled with the recent changes — especially the exterior parking lot lighting and, yes, the bright blue, yellow, teal and magenta signs.

If you did not know that any changes have been made to the Montclair Plaza, you either have been sleeping all winter instead of shopping or you have not been watching cable television. Plaza managers have been advertising Montclair Plaza on cable television about 1,000 times per week on stations such as CNN and A&E.

Approximately 23 million shoppers visit the more than 200 stores located at the Plaza each year. On an average, shoppers spend \$79 per visit and stay 92 minutes. The Plaza does not like to compare itself to other regional malls; managers have chosen rather to focus on the Montclair operation to ensure that it continues as a top-notch Plaza which serves the needs of the shopping community.

Plaza staff have worked to attract stores which

will appeal to various tastes and budgets to please more shoppers. Recent store additions include Ann Taylor, Lids (a hat store), Georgiou and Linens and Things.

The Plaza management believe that it is important to give back to the community by planning and hosting special events and programs designed to bring good will. The most recently completed program was the Sugar Plum Project in December whereat a Christmas tree was set up inside the Plaza. On the tree, names of children who are at-risk San Bernardino County foster children were hung. Shoppers had the opportunity of selecting a name and then buying a toy for the child. The gift was brought back to a special area and the gift would later be given to the child. Many of the children would not have had a Christmas gift if not for the generosity of people participating in this program. This past season, several thousand children received gifts from the Sugar Plum Project.

Montclair Plaza also sponsors other community oriented activities. "An Evening at the Plaza" is a yearly black tie event hosted at the Plaza with food vendors and musicians. Proceeds benefit the Chaffey College Organization and the Montclair Youth Fund. The Plaza is an active Drug Abuse Resistance Education (DARE) program sponsor and has donated a DARE van to the Montclair Police Department. Fantastic Kids is a program that helps children in the school system build self esteem and solve issues involving peer pressure. The Plaza pays for books, tapes and other materials used.

The Regional Occupation Program (ROP) is an excellent program put together by the Mt. Baldy School District which provides occupational training for a semester and includes résumé preparation and professional development.

The Plaza provides a classroom in the mall and retail work experience. Many of the students gain internships at the Plaza which may turn into a job.

The Plaza has a couple of recycling programs which, as you can imagine, are needed when you consider the amount of waste this shopping center can generate. The solid waste generated is approximately 40 percent to 70 percent cardboard, which is recycled. Green waste material is also separated from regular trash and is used for mulch.

Future goals are to continue making Montclair Plaza the best it can be through providing periodic renewal, community service and an appropriate tenant mix to serve various types of shoppers.

City of
Chino

1996 Year in Review ...

1996

Growth Continues Strongly in the Chino Valley

In 1996, the city of Chino continued to experience strong growth in its economy as new businesses relocated from other parts of the Los Angeles metropolitan area. Existing businesses expanded their operations and new companies or operations were created. More than 250 businesses opened for the first time in Chino last year.

Industries come to Chino

Industrial development activity included construction of six new buildings by Majestic Realty Company. Totalling more than 900,000 square feet, these speculative buildings were created in response to an overall industrial vacancy rate of less than 4 percent throughout most of 1996. In addition, city staff worked with other landowners of industrial property to design and build new industrial construction projects planned for 1997. These developments will occur at a time when the availability of industrial buildings will be almost nonexistent and demand for industrial space will increase as California continues to recover from the recession of the early '90s.

Industrial growth in Chino has included a mix of distribution and manufacturing companies. With 350 manufacturing firms, the city's workforce includes a variety of skills, experience and education. Products manufactured in Chino range from plastic Pepsi bottles to precision machine tools and electronics. This diverse industrial base indicates the city's strength and proves that many types of businesses grow in Chino.

Retailing

Retail businesses took advantage of growing consumer optimism and more than 40 new retailers started business in Chino during 1996 to serve the shopping needs of the residents of Chino, Chino Hills, Diamond Bar, Phillips Ranch and south Ontario. Chino Spectrum Marketplace, located at the intersection of Grand Avenue and the State

Route 71 freeway, continued to develop into the area's finest entertainment and family shopping center. Six large restaurants, seven smaller fast-food restaurants, a 12-screen theater and live entertainment on the weekends draw families and customers from nearby affluent residential areas.

Residents of Chino, Chino Hills, Diamond Bar and Phillips Ranch provide an immediate market for ambitious retailers new to this market area. The stores at Chino Spectrum Marketplace include Chick's Sporting Goods, Service Merchandise, Ross Dress for Less, Staples and Target.

On the other side of Chino, the seven centers concentrated near Philadelphia Street and Central Avenue attract shoppers from the subregional area as well as the populations of Chino, Montclair and south Ontario. Retailers such as Nordstrom Rack, Mervyn's, Kinko's, Sam's Club, Olive Garden, Marie Callendar's, Big 5 Sports, Boston Market, TJ Maxx and Miller's Outpost anchor the 1 million square feet of shopping centers.

City responds to challenges

During 1996, Chino's city council addressed the need to continue to maintain the high quality of life expected by residents and businesses at a time when revenue is limited by court decisions and voter initiatives. The city reduced its workforce by almost 40 percent since 1992 and reduced service levels, where possible, without compromising the needs of the community.

By July, council members believed there were very little savings that could be made in the city's operations and, therefore, focused on increasing the revenue stream coming into the city. An enhanced economic development program was charged with attracting target businesses that will generate additional revenue to the city's coffers.

City staff are aggressively contacting retailers to describe the benefits of locating in Chino and the

remaining development and redevelopment opportunities. Ninety acres of retail-zoned land immediately adjacent to the 71 freeway is available for big-box retailers, auto or auto-related businesses and family-oriented entertainment businesses. Formerly reserved as the location for a proposed regional mall, this area is now seen as having tremendous opportunities to capitalize on the strong demand for entertainment-related attractions in the nearby Chino Spectrum Marketplace.

The city's business assistance program, dedicated to strengthening individual businesses and facilitating interactions with the city and other agencies, is an important aspect of Chino's economic development program. During 1996, a business assistance specialist was assigned to expand this important service. The spirit of entrepreneurship flourishes in Chino's positive business environment, encouraged by free business consulting services, educational seminars and workshops sponsored by the city in partnership with the Chino Valley Chamber of Commerce, Chaffey College and the Inland Empire Small Business Development Center.

The 'Ag Preserve'

As the city prepares for 1997 and beyond, attention turns to the San Bernardino County Agricultural Preserve. This 17,000-acre area — long the home of dairies and corn fields — is a prime development opportunity poised to meet Southern California's residential, commercial and industrial needs.

Close to the metropolitan areas of Los Angeles and Orange counties, served by major interstate freeways and railroads and home to a great workforce, the "Ag Preserve" will be, in the words of economist John Husing, "Like a small atom bomb" going off in Southern California's development community.

The cities of Chino and Ontario are preparing plans for the eventual development of the area, including addressing environmental and infra-

structure issues. Land use planning will be followed by development and annexation into these two west-end cities.

Chino Airport

The Chino Airport, home of the Planes of Fame Museum and more than 75 individual businesses, is one of the busiest general aviation airports in the United States. The airport is owned and managed by the County of San Bernardino which has undertaken an ambitious program to improve the facility by expanding its runways and constructing a new control tower. Chino Airport is an attractive amenity for the corporations which are locating their facilities in the Inland Empire's west end for small cargo flights and for corporate flights.

Chino Valley Freeway

Last year saw steady progress on improvements to Highway 71 which connects the 210 Foothill, 57 Orange, I-10 San Bernardino, 60 Pomona and 91 Riverside freeways. Renamed the Chino Valley Freeway, this thoroughfare will be completed in early 1998, just as development of the Agricultural Preserve area is expected to begin. Completion of the Chino Valley Freeway will increase Chino's locational advantage for businesses providing goods and services to Los Angeles and Orange counties and whose employees live in the Inland Empire.

Chino's future — and yours

Chino's success in fostering a strong industrial base after many years as a prominent agricultural area is a reliable benchmark for future development. Whether a business is industrial or retail or provides a service, whether it is serving one of our 2,146 businesses or one of our 65,000 residents, it is certain to find a secure niche in Chino. For further information about opportunities in the Chino Valley, please call Janet Coe, the city's economic development manager, at (909) 627-7577, ext. 318.

City of
San Bernardino

Year in Review ...

1996

Major Projects, Redevelopment and Policing Mark a 1990s Renaissance in San Bernardino

Moving on up!

After months of negotiations between the state and city staffs, construction on the Superblock Project, a new 12-story office building and 925-car parking garage, is underway! The 348,000-square-foot office building will serve as the headquarters for the California Department of Transportation. The building will also be utilized as the district offices for 24 other state agencies, such as the Franchise Tax Board, Health Services, Labor Commission and Department of Rehabilitation.

This spectacular new addition to downtown San Bernardino was kicked off by a glittering groundbreaking attended by Gov. Pete Wilson, state Sen. Bill Leonard, Roger Staubach and more than 600 guests. Donations were received from contractors, consultants, local business associations and local hotels to help celebrate the magnificent event.

It is anticipated that the Superblock Project will bring 1,000 jobs to the downtown area. The project is scheduled for completion during October.

City hits a home run!

After two years of anticipation, an excited crowd of more than 6,000 eagerly waited outside the closed gates of San Bernardino's newest landmark on Aug. 26. The buzzing group of sports fans were patiently lined up for the first professional minor league baseball game in the new San Bernardino Stadium. Baseball, hot dogs, popcorn and an emerald green field of new turf provided the backdrop for the mission-style stadium replete with 5,000 armchair stadium seats. "Ooohs" and "aahs" gave way to the national anthem and "Play Ball!"

The San Bernardino Stadium project is a major component of the

ongoing revitalization of the downtown area. Located in the Central City South Redevelopment Project Area, generally located one block east of the I-215 freeway, between Rialto Avenue and "E," Mill and "G" Streets, the stadium benefits from excellent freeway visibility in addition to frontage of the stadium on "E" Street, the city's main business corridor.

The stadium concept — with anticipated complementary development of additional family entertainment, dining and sports oriented attractions — will provide a link between the city's two major shopping malls.

The city has secured a long-term lease with the Stampede Baseball Club to continue playing in San Bernardino. With the advent of the new stadium project, the Stampede organization has secured a major league affiliation with the Los Angeles Dodgers, which means quality players and the chance for San Bernardino fans to see the next Mike Piazza working his way up to the majors.

It's showtime!

The city of San Bernardino is one step closer to bringing a cinema complex into the heart of downtown. A \$16 million cinema development agreement between the Economic Development Agency and Metropolitan Development has been proposed. The complex is planned to include an estimated 80,000-square-foot theater — housing 20 to 22 screens and 4,500 seats — and up to 20,000 square feet of retail and restaurant space in the plaza in front of the theater.

The new Superblock building, Carousel Mall and historic California Theater will be adjacent to the proposed complex, creating a focal point of activity and synergy due, in part, to the estimated 1.5 million people who are expected to visit

the cinema complex annually. The retail space is also expected to draw daytime use from the estimated 1,200 employees in the new Superblock building, in City Hall and at the various businesses located within walking distance of the site.

Crime-fighting strategic plan

In an effort to address community concerns regarding crime issues, a Crime Fighting Strategic Plan has been developed for the city of San Bernardino. The preparation of this plan was a community effort led by the chief of police, the city administrator's office and the Economic Development Agency.

In addition to presenting strategies for fighting crime itself, the five-year plan addresses four critical issues that are integral to San Bernardino's crime problem: blight, image, employment and education. The police department and the community are enthusiastic about the potential for success described in the strategic plan.

Cops split city into five beats

Increasing police command areas from three to five is expected to improve communication between the police department and the community and to shorten response times. The shrinking of the districts has allowed lieutenants to increase the amount of attention each can give to people and problems within those areas.

There has been a favorable response from citizens who have commented that they appreciate the heightened level of service provided by the area commanders. This includes an observed increase of uniformed patrols in their neighborhoods.

The smaller geographic areas also mean most officers will have less distance to travel to answer calls. Area commanders are expected to become closely acquainted

with business owners and residents in their assigned communities. The boundaries of each area are the result of a computer analysis of all calls received by the department during a surveyed period of time. The reorganization is part of the city's five-year strategic plan for fighting crime.

City takes action against blight

The city of San Bernardino's war on crime and blight continues to expand through the consolidation and expansion of the city code enforcement services. In June, the Code Compliance Division was officially authorized by the city council to "open its doors" to the public, providing a full array of neighborhood revitalization services and tools including:

- Residential, commercial and vacant lot code enforcement
- Rental Property Inspection Program
- Neighborhood and business group/association support
- Junk or inoperable vehicle abatement
- Weed Abatement (vacant lots)
- Landlord Certification Program
- One-stop community center
- Code Compliance Volunteer Program

One of the first projects for Bill Skiles, code enforcement manager, will be to consolidate code enforcement services previously located in three other departments. Skiles will oversee the move to a centrally located office within City Hall. "Open house" to the public is scheduled for February.

City of
San Bernardino

1996

Year in Review ...

City of
Redlands

City of Redlands

Where Business is Always Welcomed and Appreciated!

Redlands is a place where people turn obstacles into opportunities ... and opportunities into success. Nowhere else do the unique elements of skilled craftsmen, financial investment, available land, ample transportation services and cooperation among local government officials combine to create such a favorable climate for business.

Located in the heart of one of the fastest growing areas in the country, the Inland Empire, Redlands lies at the base of the San Bernardino Mountains. Interstate 10 provides easy access to Los Angeles, 63 miles to the west, and to Palm Springs, 45 miles to the east.

Agriculture, manufacturing, retail sales and service industries create a good economic balance for the city. The availability of improved and unimproved land zoned for commercial and industrial use provides development opportunity.

Redlands has had a lot of activi-

ty this year. Downtown projects included **Boston Market**, a 4,200-square-foot restaurant at the corner of Orange Street and Pearl Avenue. A new **Centennial Bank** recently had its grand opening on State Street.

West Redlands experienced rapid growth this past year. **Pharaoh's Lost Kingdom**, a 16-acre theme park, opened in the late summer. It hosts a pyramid-shaped arcade, tot area, carnival rides, laser tag, water park, race track, miniature golf and an amphitheater.

The **San Gorgonio Girl Scout Council** relocated their headquarters from Colton to **The Complex**. In addition, **Tellerus Development, Express Containers**, opened a 25,400-square-foot industrial warehouse onto Iowa Street. **International House of Pancakes (IHOP)** constructed a 4,960-square-foot restaurant and the **San Bernardino County Central Credit Union** constructed a 5,653-square-foot banking facility, both on

Industrial Park Avenue. The last pad at the **WalMart Shopping Center** has been built for **Hollywood Video** and is now open for business.

ESRI, a world leader in computer-based geographic systems, expanded their firm in Redlands.

The **University of Redlands** opened their new **Aquatics Center** this year and are currently adding new athletic fields and updating several of their buildings, including **Willis Hall**.

Redlands currently has the **Krikorian Theatre** project on line. It is scheduled to be a 14-screen movie theater with stadium seating and restaurant totaling 51,500

square feet. Located at Eureka Street and Oriental Avenue in the historic central business core, it is anticipated the theater will be catalyst to establish a downtown entertainment district. The project is tentatively scheduled to open in mid-February.

Redlands currently has three separate residential developments under construction, which will collectively have 80 homes.

For additional information regarding projects, opportunities and team processing in Redlands, please call the city of Redlands at (909) 798-7545.

City of Redlands
(909) 798-7545

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Creating and providing health care solutions for our community

Forming innovative links ...

continued from Page 23

sentation from all parts of the apparel pipeline is gratifying. This is a real indicator of the apparel industry's continued commitment to seek and initiate positive change."

By listening to the needs of industry, Cal Poly Pomona designs innovative educational programs that prepare students for the real world. By building partnerships with local businesses, the university provides an environment for business professionals to learn and grow. And by implementing and sharing the latest technology, our many schools and colleges provide a comprehensive resource for the leaders of tomorrow.

Jim Hornbuckle is the director of special projects in the Office of the President and teaches strategic planning and principles of management for the College of Business Administration at Cal Poly Pomona.

Southern Exposure

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Building the Future While Preserving the Past

While the main focus of redevelopment is the elimination of economic and social blight, the City of Riverside Redevelopment Agency continues to take a broader, more proactive stance to enhancing its mission. In 1996, the Agency moved closer to securing the city's position as a regional center for state and federal government, financial services, and arts and culture.

University Village and University Avenue Streetscape

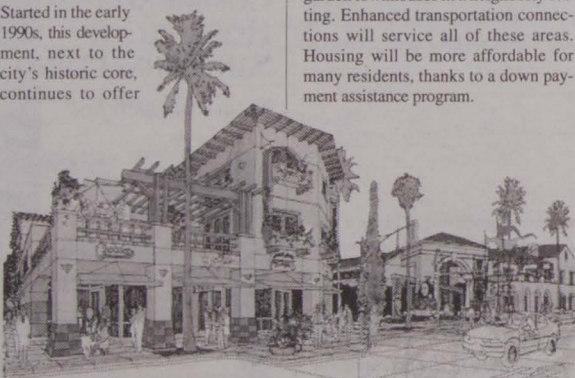
Work is now underway on Phase I of University Village, an urban retail, entertainment and office center adjacent to the University of California, Riverside. During the day, part of the 10-screen CinemaStar theater complex, which opened in November, will double as classroom space for the university. UCR will also lease office space at the center. The village atmosphere of the complex will create opportunities for outdoor dining and special event entertainment, giving University Avenue a whole new look.

The Redevelopment Agency was instrumental in the complex land assembly process and has committed financial and management resources to the University Village project. Its partners are Southland Land Corporation, an award-winning Southern California developer, and the University of California, Riverside, which has contributed funds toward land acquisition and has leased space in the center.

In addition, the City of Riverside completed a \$3.4 million streetscape project on University Avenue, the link between Downtown, UCR and University Village. The Orange Blossom Express trolleys will provide transportation service between the sites.

Riverside Marketplace

Started in the early 1990s, this development, next to the city's historic core, continues to offer



Urban ambience. Mission Village's proposed mixed-use project reflects the spirit of the oldest downtown arrangements, where urban residents live above street-level commercial establishments. The project includes an arcade that echoes the architecture of the neighboring Fox Theater.

new retail, entertainment and dining opportunities to Riverside residents and visitors. This 52-acre mixed-use redevelopment project, fronting the 91 Freeway, is now attracting major tenants to complement its theaters and restaurants. The latest arrival is a 30,000-square-foot OfficeMax store. Several historic build-

ings within the Marketplace are available for adaptive reuse as modern businesses. For example, the Old Spaghetti Factory chose to locate its restaurant in an historic packing house. A Metrolink Station in the center links the city to Los Angeles and Orange counties, while the historically themed Orange Blossom Express trolley links the Marketplace to Downtown's Mission Inn District and Justice Center, and to the University of California.

Mission Village Project

Easily the most exciting and far-reaching project of the Agency is now being shaped—the Mission Village project, a comprehensive plan to revitalize key residential and commercial neighborhoods in downtown Riverside. Encompassing diverse projects stretching from First and Main streets in the north down through the Central Business District and south to Pine Center, the Mission Village Homeownership Initiative will bring new housing, shopping and entertainment opportunities to the area. Some of the planned projects include mixed-use developments, a new downtown supermarket, and both new and rehabilitated retail and residential structures. The historic Fox Theater will become the cornerstone for a new entertainment complex. With improvements, White Park will once again be a welcome green space in our urban center, surrounded by brownstone and garden townhouses in a neighborly setting. Enhanced transportation connections will service all of these areas. Housing will be more affordable for many residents, thanks to a down payment assistance program.

conomic development are needed most—to create jobs and affordable housing, and to improve the quality of life.

To continue accomplishing more with less, the Agency is finding new ways to finance projects using private investment and other funding sources. The not-so-distant future looks promising for Riverside—and the Redevelopment Agency is building it now.



The U.S. Bankruptcy Court will be completed by April 1997.

The Redevelopment Agency continues to welcome new businesses and investors to the community each year as it seeks to provide new jobs, facilities and economic opportunities for the citizens of Riverside.

"Our development team has been successful in every imaginable kind of project: commercial, institutional, residential, industrial, medical, educational and cultural."

— Ralph Megna, Development Director

For more information about the Agency and its activities:

City of Riverside
Redevelopment Agency
3737 Main Street, Suite 800
Riverside, CA 92501
909 • 715 • 3500
fax 909 • 715 • 3503

email: redevagency@cl.riverside.ca.us

City of Riverside website:
<http://www.cl.riverside.ca.us/>



The future is now

The Agency has weathered many challenges in the last few years, including the worst real estate recession in California history. Despite adversity, the Agency has remained remarkably active, because it is precisely during times like these that revitalization and eco-

County of
RIVERSIDE

Year in Review ...

1996

Riverside County: Cultivating Education and Fast-track Expansion Amid Wonders of Nature

The *Los Angeles Times* states that the Inland Empire "is the fastest-growing area for jobs in all of California." It is no surprise, then, that businesses such as Nestlé, Fleetwood, Fender, Bianchi, Sun World and US Filter prosper in Riverside County.

The close proximity to the rest of Southern California, the abundance of affordable prime industrial, commercial, and residential real estate, and an educated and highly-trained workforce make Riverside County attractive for many types of business and industry.

Riverside County is a destination with opportunities as diverse as its terrain. The various regions of the county — from mountains to deserts and metropolitan communities to rural farming areas — provide distinct locales for business relocation and expansion.

Light industry, commercial and manufacturing facilities, warehouses and business headquarters all call Riverside County home. A county government which is business friendly and an environment which is central to all of the Southern California markets makes Riverside County an excellent choice for a business move.

Riverside County is easily accessible by freeway, commuter or cargo rail and air. Bisected by interstates 15 and 10, and the 215, 91 and 60 freeways, Riverside County is connected to the Los Angeles and San Diego metropolitan areas, beach cities, the Central Valley, San Diego, Arizona, Mexico and beyond.

Metrolink is available for commuter transportation to and from Los Angeles and Orange counties. The Ontario and San Bernardino international airports are close, as

are the sea ports of Long Beach and Los Angeles.

From mountain and desert resorts, to suburban and urban areas, Riverside County's communities all provide a high quality of life for residents.

Additionally, the low cost of living throughout all four of its geographical regions makes Riverside County one of the most comfortable places to live in Southern California.

A multitude of housing opportunities are available for your workforce from executive and historical homes to condominiums and planned communities.

Riverside County has several community colleges, a number of private colleges and universities and the University of California, Riverside. A well-trained and well-

educated workforce for business is readily accessible. A variety of other private and public training facilities and programs are available for targeted members of the business community.

Home to numerous museums and performing arts organizations, Riverside County offers many quality cultural activities.

The Riverside County Fair & National Date Festival in Indio, the Balloon and Wine Festival in Temecula, Orange Blossom Festival in Riverside, the Farmer's Fair in Perris and the Palo Verde Fair in Blythe are annual events that attract thousands to sample the region's agricultural history.

Opportunities for leisure activities such as ballooning and rock climbing, or visits to wineries and

microbreweries, are abundant.

For the more avid sports enthusiast, the many lakes and desert and mountain areas provide a veritable playground for recreational enjoyment.

Riverside County, California — the Place to Be
Why businesses locate in Riverside County:

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- Export Assistance
- Job Training
- Low Interest Loans

For 24-hour hotline information, call the Riverside County Economic Development Agency at (800) 984-1000.

stating its claim as the Justice Center of the Inland Empire. The U.S. Bankruptcy Court now under construction in downtown Riverside is quickly taking shape and will be completed by April 1997. Nearby, new facilities for the County's Family Law Court will be open by January 1998.

Main Street Mall Improvements

One of the major physical changes to the downtown is the continuation of the Main Street Mall improvements. This bustling pedestrian mall in the core of downtown now offers a pedestrian-friendly design as well as additional outdoor dining opportunities. New benches, seating, planters, concrete and landscaping have been added and a historic clock will soon be running once again. The new Cloud Fountain offers a refreshing oasis to kids both young and old.

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City of
Lake Elsinore

Year in Review ...

1996

Industry Turns Cameras on Lake Elsinore, Grand Prix Returns

The city of Lake Elsinore saw many exciting business highlights in 1996, including more overall business license revenue, increased use of the waters of Lake Elsinore, infrastructure construction and the return of a famous special event.

Several unique projects are positive signs of a growing economy in this city of 26,000 residents. A recently completed Wal-Mart shopping center included the opening of a 53,000-square-foot new Vons supermarket, a Denny's restaurant and a Unocal service station. Additional attached retail space has been submitted for approval, as well as a free standing World Savings branch.

The California Do It Center opened in a former Builder's Emporium location, leaving only one large retail vacancy in the city.

The Lake Elsinore Outlet Center is experiencing one of its best holiday shopping seasons ever with 100 designer outlets open. Horizon, the developer of the original center, is moving ahead with plans for a similar-sized expansion on the east side of the I-15 freeway.

The city is working with

Paradise Chevrolet to open the first new car dealership in the area in many years. Two neighborhood shopping centers anchored by major grocery stores are competing to be the first approved project on the west end of the city of Lake Elsinore, near major residential growth centers.

The city's redevelopment agency completed reconstruction of the \$4 million Lakeshore Drive Bridge in April. The bridge will allow for additional commercial development on adjacent property.

Mt. San Jacinto Community College opened a satellite center in Lake Elsinore Oct. 1, with plans for a full 100-acre campus to be completed within five years. A newly restructured historical society opened a museum in the chamber of commerce building, and a Douglas Burger restaurant is under construction at the interchange of state Highway 74 and Interstate 15.

Lake Elsinore experienced a major increase in the amount of water sports use of the lake itself. Excellent water quality and good weather — combined with more promotions aimed at tourists and water sport enthusiasts — spurred the increase.

This year should be even better with the completion of the public boat launch scheduled for early March. The launch will be four lanes complete with an entry kiosk, restrooms, a boat wash facility and parking. All amenities will be operable at all elevations of the lake water level — the first of its kind in the city.

The city sponsored its first Mayor's state of the city address in August at the Lake Elsinore Diamond Stadium. The positive economic message included information about increased use of the stadium — recognized as the number one Class "A" baseball facility in the nation — by the film industry. The stadium, the lake and the local Skylark Airport are being increasingly utilized as photo locations for commercials and display ads.

The city and neighboring communities felt an economic benefit with the return of the long-awaited Lake Elsinore Grand Prix motorcycle race. The three-day event, held on Veteran's Day weekend as part of the "Lake Elsinore Classic," brought 60,000 people — including 2,500 participants — to the area. The venue combined a variety of "extreme" sporting events. The promoter, GFI Racing, and the city are currently in negotiations for future events.

Industrial growth is beginning to emerge with several smaller companies expanding or relocating to the city. The city of Lake Elsinore is anxious to cooperate with industrial manufacturers and developers to show positive growth in this area in 1997.

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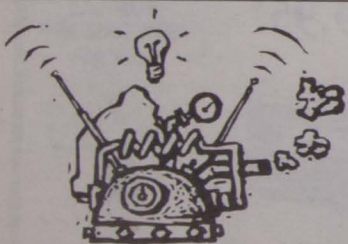
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Choosing an Ad Agency, Revisited: The Nightmare Continues

by Joe Lyons

There is the real world, and there is the world of the Inland Empire.

In her recent column on choosing an advertising agency, my friend and colleague, Dr. Victoria Seitz, told what happens when a real business goes in search of a real ad agency. Her stories of negotiated retainers and billable hours are the hard truth of the business — on Wilshire Boulevard.

Unfortunately, when you cross over to this side of Kellogg Hill, all of the rules change.

First, the biggest accounts over here are auto dealerships. It would be nice to say that there are big regional and national companies based here which are committed to using local talent, but I can't say that — and it hurts too much to laugh.

So the local agency's favorite clients are the car dealers. And why not? They have budgets of \$20,000 to \$50,000 per month. Unfortunately, the car dealers like to say that they know everything about advertising and the advertisers know nothing about cars. Even worse, they want huge, immediate results and they don't want to spend

any money to get them.

At this point, it is important to mention that just because you own a business in the Inland Empire does not necessarily mean you need an agency.

On the other hand, if you have an ad budget of more than \$5,000 to \$10,000 per month — or more than one location — to think that you can do it all yourself is one more in a series of lies that local business people want to believe.

Yes, sadly, many Inland Empire managers and owners think it's kind of fun to have visits from all of those sales reps from all of those radio stations and cable companies, and weekly and daily publications, and billboard companies, etc., etc., etc.

It should be pointed out that a lot of their fun comes from "stuff." Wave some concert tickets in front of a decision maker and he'll sign anything. Even better, some managers will take the "stuff" from reps, believing they deserve it, and not sign.

They know that the reps will be back ... and they will! The pity is, most local agencies do not have the access to trade for shows and dinners and ball games and "stuff." So 25 cable reps and 27

radio reps will line up at the door with pockets full of goodies and empirical data on why they are the only medium that your business will ever need.

More's the pity.

Well, what about those retainers and billable hours? Forget it! The local businessman has been deluded into thinking that he is just as good as any local agency at buying media. To stay competitive, the local agencies have pretty much had to accept living off of their commissions only. And 15 cents on the dollar is not a lot of money.

To make it all worse, many local agencies are not agencies. They are independent graphics artists or ex-radio reps who are what we call "one-man-bands." They have no partners. They farm out their work and their business is done on their kitchen table.

Ironically, they only recommend the type of medium they used to sell. If they came from a cable company, they tell you that you need cable. If they are print people, they tell you to never do radio.

continued on Page 55

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Ontario Convention Center is Planned with Business Needs in Mind

Wooden scaffolding supports construction workers — their hard hats glaring in the sun. The whirling sound of saws and drills echoes throughout the large structure. And the staccato beat of the automatic nail guns beat a syncopated tune.

"The front of the building is considered a prime spot," Astor said. "When we placed the office space in the back, it opened up another 7,000 square feet of meeting space — and that's how it should be."

The Ontario Convention and

marketing manager, Angelica Echebarria, "who has hit the ground running" Astor said his hopes for the staff includes creating a "user friendly" environment, one where a client can ask anyone — from janitor all the way up to executive staff member — any question about the convention center and they will get the answer they need.

Echebarria brings this type of experience with her. She has developed sales and marketing techniques for such companies and for the American Red Cross and Disneyland.

"There's going to be a lot of cross-training that will make us effective and make the client feel right at home," Echebarria said.

It has been Astor's experience that it takes five years for a building to develop.

After the fifth year, the building is at its maximum capacity and will need to stretch — something that the convention center, which rests on 17.5 acres, is able to do.

The center also will feature a

Visitors Bureau has been eliminated from the location altogether. Astor and his staff felt that it would "ultimately be a conflict of interest."

The bureau has been considered an "extension of the convention center" — already securing more than 26 bookings.

However, the convention center has opted that it will assume the responsibility of long-term booking by July and no longer supply a



Aerial view of progress on Ontario Convention Center and its 17.5 acres.

These are the sights and sounds of the Ontario Convention Center which, by the end of this year, will be replaced with the hustle-and-bustle sounds of conventioners and business people.

More than 10 years ago the blueprints were just in someone's imagination. But anyone walking by the corner of "D" and Holt streets in Ontario will see the reality of the convention center set firmly in the ground.

"The building is designed nicely and has a good flow to it," said Kanellos Astor, executive director for the Ontario Convention Center. "But it has gone through some major changes since its original design."

One change was a hallway on the second floor that would have been accessible only to staff. To Astor, this hallway had economic potential. So they opened it a "bit wider" and made the hallway accessible from both ends.

When completed, it will hold café tables and chairs where attendees can sit after buying food from a concession stand in the upstairs foyer.

The administrative offices, which were initially planned in the front of the convention center, have been moved to the back.

bureau with those marketing dollars, Astor said.

"It didn't make good business to have two organizations out there

70,000-square-foot, column-free exhibit hall, a 20,000-square-foot ballroom and more than 26,000 square feet of flexible meeting



The center's 100-foot landmark tower will be visible from Interstate 10.

space.

To fill the space, Astor and his staff will be creating "total customer packages" and targeting clients who can use high technology fiber optics for computers, telephones and faxes as well as for uplink and downlink satellite communications available at the convention center.

"We're a niche market and are looking to control our own destiny by developing new and different activities for the building," Astor said.

A weekend package — flying business executives in, providing keynote speakers and entertainment, and then flying them back home — is in the works.

The convention center staff also plan on sponsoring consumer shows — bringing them in during the "typically slower summer months," Echebarria said.

They've also created a policy for short-term bookings with non-profit organizations in the Ontario area — giving a 33 percent discount on the rates.

Astor said he doesn't believe the convention center will be in direct competition with Fairplex in Pomona or the Riverside Convention Center.

"We have expansion capabilities and hope to create our own market so that we're not taking business away from others," he said. "It doesn't help anybody to do that. However, we will aggressively compete for new business."



The 70,000-square-foot exhibit hall from administrative offices.

1996

Year in Review

City of Chino Hills

Public Service and Volunteerism Transform Chino Hills

Thalman named mayor

Jim Thalman, an original member of the Chino Hills city council, was re-elected to a four-year term on Nov. 5 and was named mayor for the second time by a vote of the council during its reorganization Dec. 10. Thalman previously served as Chino Hills mayor in 1992-93 and his current term will expire Nov. 30, 1997.

Thalman replaces 1995-96 Mayor Ed Graham, who remains on the council. Those two join Gwenn Norton-Perry — who was named mayor pro tem — Gary Larson and Mike Wickman. All five members of the Chino Hills city council were originally elected in the 1991 incorporation election. Graham, Larson and Wickman were re-elected in 1994, and Thalman and Norton-Perry were re-elected last year. All five also have served as mayor.

In addition to naming a new mayor and mayor pro tem the city council named chairs and vice-chairs of the three city commissions. Tom Grate was named chair, and Harry Panagiotis vice-chair, of the Parks and Recreation Commission. Art Bennett was named chair, and Bill Kruger Jr. vice-chair, of the Planning Commission. Michael Stover was named chair, and William McDonnell vice-chair, of the Public Works Commission.

Fifth anniversary of incorporation

The city of Chino Hills celebrated its fifth anniversary of cityhood during ceremonies at city hall. Chino Hills voters approved incorporation in the November 1991 election, and the former unincorporated portion of San Bernardino County officially became a city on Dec. 1, 1991.

Included in the Dec. 10 celebration were an open house at city hall, fifth-anniversary T-shirts, buttons and other souvenirs, a performance by the Chino Valley Community Chorus and the recording of the city's first oral history video. Presentations were sent from the

offices of Rep. Jay Kim, R-Diamond Bar, state Sen. Ruben Ayala, D-Chino, Assemblyman Fred Aguilar, R-Chino, and San Bernardino County Fourth District Supervisor Larry Walker. Joining the dignitaries and residents were the original members of the Chino Hills Incorporation Committee who were the driving force behind the incorporation effort.

The city is offering souvenir T-shirts in honor of the fifth anniversary of incorporation for \$8 each. The T-shirts are made of heavy-weight material and include the city's special fifth anniversary logo in full color on the front.

To purchase souvenir T-shirts, while supplies last, visit the Community Services Department at the Chino Hills city hall, 2001 Grand Ave., during regular work hours. Call (909) 590-1511, ext. 279 for information.

Visioning process continues

The first Chino Hills Visioning Process community meeting, held Dec. 5, featured discussions about the community's needs, wants and resources. Input gathered at these meetings will be used to assist the city council in quantifying the needs and wants of Chino Hills residents. The council will use this information to provide policy direction to city staff regarding future programs and projects.

The Chino Hills vision will lead to the development of a five-year work plan and a capital improvement plan. A city council workshop will follow later this month or in February.

"Our first community meeting was a tremendous success," said City Manager Douglas LaBelle. "A number of Chino Hills residents helped us begin the process of establishing an action plan for the next five years. We are hoping for more resident participation in the next meeting."

Members of the community are invited to become involved in the

city by participating in the second community meeting Jan. 9 at 7 p.m. in the City Council Chambers, 2001 Grand Ave. Call Denise Caferm, community services director, at (909) 590-1511, ext. 262 for information.

Graffiti fighter benefits city

The beauty of the city and the feeling of safety are two of the most important reasons Oscar Najar and many other Chino Hills residents say they like it here so much. What makes Najar so special is that he is doing something to help maintain the beauty of Chino Hills. As a member of the city's Volunteer Services Program, he is part of the Graffiti Abatement Team which helps keep Chino Hills free from graffiti.

Najar was named the city's Highlighted Volunteer for the Month of January, will have his photo displayed in the city hall lobby throughout the month and will be saluted at a city council meeting. Chino Hills launched the Highlighted Volunteer of the Month Program in December 1994 to show its appreciation to those who donate time to the city.

The Graffiti Abatement Team is ready at a moment's notice to respond to reports of graffiti. Removing graffiti quickly is an effective method to discourage graffiti vandals and the team takes its responsibility seriously. When somebody spots graffiti in Chino Hills and calls the city's Graffiti Hot

Line at (909) 597-0204, Najar or another member of the anti-graffiti team responds.

"The nice thing about it is that so many people in Chino Hills take an active role in fighting graffiti," he says. "We take care of it, but the people who report it deserve just as much credit. Making the phone call is a big part of it. We have a lot of people here who care about our community."

Najar has been an anti-graffiti volunteer since 1993 and says he receives nothing but positive responses from Chino Hills residents when he and the rest of the crew arrives on the job.

"I enjoy being out there and actually cleaning up something that is unsightly," he says. "I get a lot of satisfaction out of helping make [our] community a much better place to live."

"You have a feeling that you can go out for a walk almost any time of day and feel at ease," he says. "You don't feel that way in areas where there is a lot of graffiti. Luckily, we don't have that here in Chino Hills."

A Chino Hills resident since 1987, Najar and his wife, Elsa, have a 9-year-old daughter, Ashley, who is getting pretty good at pointing out graffiti in other cities when they go for a drive, Najar says. "She notices the difference here in Chino Hills."

For more information about the volunteer program, or to become a volunteer, call Dee Hallock, program coordinator, at (909) 590-1511, ext. 269.

At deadline ...

continued from Page 3

time rebate for "buying modern and efficient equipment" to replace non-electrical machinery or build new facilities, Edison spokesperson Tracy O'Connell said.

Although billing credits may vary, depending on the energy use

and length of contract businesses sign with Edison, the program is targeted for small- and medium-sized companies. Those businesses most suited for the new technology are farming, metal working, food processing, health care, printing, wood working and water supply. For more information: (800) 812-7345.

Town of
Apple Valley

Year in Review

1996

Apple Valley Builds on New Redevelopment Plan

Redevelopment plan adoption

Many of the town of Apple Valley's parcels with the most development potential are included in project areas No. 1 and No. 2. The portion of the town already covered by the GAFB/SCIA (George Air Force Base-Southern California International Airport) Redevelopment Project Area — extending eight miles in all directions from airport boundaries — is Project Area No. 1.

The Redevelopment Plan for the 7,950-acre Project Area No. 2 was approved in December. That area is generally bounded by: South Road on the north between Aztec Road and Central Road; Central Road on the east, with portions of the eastern-most boundary extending over to Mesquite Road, generally between Zuni Road and Ottawa Road; Tussing Ranch Road on the south; and Kiowa Road on the west, with portions of the westernmost boundary extending on the south side of Bear Valley Road — generally between Bear Valley and Sandia Road — from Kiowa Road to Apple Valley Road.

Development code revision program

The Development Code Advisory Committee (DCAC) continues its work in developing recommendations on revisions to the town's development code. Recent changes to the DCAC and its work programs have taken place to expedite the committee's work and the submission of its recommended revisions to the town's planning commission.

More specifically, the town council took action Nov. 12, reducing the committee's membership from six members to five to aid in the establishment of a quorum for the efficient transaction of official business. In addition, the town council established deadlines of one month for the advisory committee to complete its work on application processing and an additional five months to complete its work on pro-

posed revisions to existing development standards. It is anticipated these actions will streamline and make work more efficient on this important project.

Burger King

Construction on a new 5,600-square-foot Burger King continues on schedule. The project is located at the northwest corner of Bear Valley and Iroquois roads and is approximately 90 percent complete. The facility reflects a successful amalgamation of Burger King's latest generation fast-food restaurant with the town's desire to see a quality, aesthetically pleasing design on an increasingly important, fast-growing commercial corridor which is critical to the success of Redevelopment Project Area No. 2.

The restaurant is the first phase of the commercial component of a Castille Homes Residential-Commercial project. With phases I and II of the residential component completed, and with all of the homes sold, it is anticipated Burger King will be the first of a number of commercial developments on the north side of Bear Valley Road between Mockingbird and Iroquois roads.

Council approves service station/mini-mart

On Oct. 21 the Apple Valley town council approved plans for the development of a service station/mini-mart at the southeast corner of Apple Valley and Yucca Loma roads. The developer of the project is Ken Richmond and indications are Ultramar will be the operator of the service station/mini-mart.

That project is part of a larger 80-acre Specific Plan which contemplates a neighborhood shopping center anchoring the overall development and which will fill a void in the provision of certain goods and services to residents of nearby neighborhoods.

Wal-Mart grand opening

Finally! The long-awaited, much

anticipated grand opening of the town's 93,000-square-foot Wal-Mart took place August 28. Located on the south side of Highway 18, between Rancherias and Erie roads, the center has gotten off to an excellent start, considerably exceeding projections. The project includes a free-standing McDonald's Restaurant, a smaller McDonald's inside the store and an automotive service center.

The developer, Stan Rothbart, and town staff are working to bring a high-line supermarket to the Wal-Mart center.

I-15 frontage annexation

Spearheaded by John Schaffer of Schaffer Real Estate and Investment Company, San Bernardino County's Local Agency Formation Commission (LAFCO) recently approved the annexation of approximately 250 acres located on the east side of I-15 at the Boulder Road interchange. A zone change application requesting a change from low-to-medium residential to general commercial uses has been submitted to the town planning staff.

St. Mary Regional Medical Center

A \$40 million, 95,000-square-foot addition to St. Mary Regional Medical Center was completed, doubling the medical center's bed capacity, adding six new operating rooms with a new in-patient surgery department, providing an enlarged emergency room with separate trauma and urgent care facilities, and adding a new outpatient surgery department. That expansion made St. Mary the largest hospital in the High Desert, with the most beds in the Victor Valley.

Economic development director hired

Oct. 21 marked the start of what is hoped to be a watershed event in the economic development fortunes of the town of Apple Valley. Kenneth J. Henderson was hired by Town Manager Bruce Williams as the

town's first full-time economic development director. Henderson served as the city of Lancaster's assistant director of redevelopment for the last two years, and was employed by the city of San Bernardino for 11 years, with eight of those in the capacity of director of community development (1986-90) and executive director of the city's redevelopment agency (1990-94).

Development activity-fee reductions

According to the Building Industry Association (BIA), Apple Valley saw the most dramatic increase in activity. The town's permit numbers increased 80 percent over 1995 levels, bringing Apple Valley's total share of new homes built during the year from 14 percent in 1995 to 22 percent in 1996 — a scant percentage point less than Hesperia, another Victor Valley municipality.

Apple Valley's fees, as a percentage of the average selling price of a new home in the respective municipalities, are the lowest in the Victor Valley.

Apple Valley also implemented a fee reduction during 1996. In May, the town adopted Resolution 96-20, which reduced certain planning fees and changed methods of their calculation. These fees are miscellaneous and range from \$25 to \$650, but not all fees are charged to all development projects.

This reduction is in addition to a more significant reduction implemented in 1995, which included reductions averaging 40 percent in several permit fees. Staff members and the BIA officials believe these actions, along with a revised development code, a focused economic development staff and an increase in economic activity, bodes well for future economic development opportunities in Apple Valley.

For information, contact: Kenneth J. Henderson, economic development director, by calling (619) 240-7900, or by sending e-mail to "applevally@eee.org".

Choosing an ad agency, revisited ...

continued from Page 51

There are many Inland Empire ad agencies that I can speak well of — not just Quinn-Lamb Media, whom I work for. If I started the list of those with several partners or associates, long years of local experience, several established clients and a solid reputation among the various media, I could fill this column with the list. To be fair, there are some of those who work from the kitchen table who can do your business good and save you money.

I recommend that you look for the list of local ad agencies in this publication or its *Book of Lists* and make some phone calls. In fact, let me give you some pointers on choosing and using your agency here in the Inland Empire.

1. Check out the agencies; call from the *Book of Lists*.
2. Ask the media reps who are banging on your door about the local agencies.
3. Take the time to listen to what the agency people have to say to you.

4. Do not make the agency bow to your preconceived notions about media.

5. Trust the agency you sign with.

6. Make sure that everyone in your company knows who your agency is.

(Too many times an owner keeps it a secret and the sales manager goes to lunch with all of the local sales reps, making them think they are getting in "around" the agency.)

7. Do not worry about "stuff."

The agency will save you enough in time and money that you can buy your own concert tickets.

8. Set a regular time to meet with your agency.

Don't make them have to call you everyday for two weeks just to get an appointment.

9. Read what they send you.

Too many people I have dealt with have asked for special documentation or monthly budgets but have never even looked at what was sent to them. Then they ask me the questions that I already answered a month ago.

10. Refer all media calls to your agency. Never allow some rep in who says that the deal they have must go direct, or that it is a "net rate deal" that the agency will have to charge you more for. These are old tricks to cut the agency out, usually done by disreputable firms that can't get the business any other way.

Remember that time is as valuable as money. If you find someone in the Inland Empire you can trust to handle your advertising, then your ad agency — like your travel agency or your real estate agency — will save you money while they save you time, and you can get on with the business you're supposed to be running.

Let your ad people worry about who's number one; you go out there and seize that day!

Joe Lyons is the vice president of Quinn-Lamb Media, the incoming president of the Inland Empire Ad Club and the news anchor of "Inland Empire Television News." Seitz' article, "Choosing an Ad Agency Is More Than a Review of Creative Work," appeared in the July 1996 issue of Inland Empire Business Journal.

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City of
Palm Springs

Year in Review ...

1996

Still Paradise, Palm Springs Moves to Attract Industry

If you could do business anywhere in the world, wouldn't you pick a place that has been referred to as paradise? World renowned for prestige and prosperity, the city of Palm Springs offers a business address like no other. Resort living, a business-friendly environment and a burgeoning economy join to make Palm Springs not only a destination resort but a preferred business address.

The history of Palm Springs and its incredible location all point to tourism, but diversification, particularly to high-tech and light industry, is good for the economy. The city is focusing on retaining and expanding its industrial base as a solid foundation for the city's continued well-being. Unparalleled quality of life, access to a vast, affordable labor pool, transportation infrastructure, proximity to universities and research and development institutions, water resources and fiber optic infrastructure are among the many attributes that attract businesses and make Palm Springs an exciting business location for the 21st century.

Labor pool. The Palm Springs area has a full-time, year round population of approximately 260,000. Drawing a 30-mile radius around Palm Springs yields a population of 460,000 with a labor population — defined as those persons 25-years-old or older with education — of 273,519. Extending that radius 60 miles — the secondary labor market — increases the size of the population to 2.6 million with a labor population of 1.35 million.

Market access. When commenting on his company's upcoming expansion, Bill Falkenstein, chief executive officer of Environmental Engineering Concepts, said, "The reason we're staying is that all the people like it in Palm Springs and freight and transportation out here are really outstanding."

Only two hours from both Los

Angeles and San Diego, Palm Springs is located just off Interstate 10 and has a transcontinental railroad running through the city. Palm Springs is also uniquely situated to take advantage of the North American Free Trade Agreement (NAFTA) as Mexico's gateway to California.

Undergoing a major \$30 million expansion, the Palm Springs airport will be able to serve passengers and freight well into the next century. With annual passenger activity forecast to grow to more than 1.4 million passengers by the year 2000, the improvements will make air access to and from Palm Springs more efficient than ever. In addition, the Palm Springs Airport has just hired a full-time customs inspector.

Palm Springs Unified School District. Palm Springs High School is undergoing major construction and renovation which is scheduled to be completed by fall of 1997 and which will make it one of the most technologically advanced high schools in the state. The school district is unveiling a technology plan that will outline how innovative new tools will be used to enhance student curriculum. Called "Tools of the Trade," this multi-year plan addresses how technology can be utilized to prepare and train all students for productive work life in the face of rapidly changing technologies.

Utilities. According to Palm Springs Mayor Will Kleindienst, "The people of Palm Springs asked us to find a partner that could help us achieve our goal of offering an alternative energy provider. Our selection of Portland General delivers on this promise."

"We started a process four years ago to reduce Palm Springs electric utility costs for residents and businesses," said Kleindienst. "The city has challenged the status quo and is winning. Through our newly established relationship with Portland

General, we continue to work to bring Palm Springs choice — and lower prices."

Telecommunications. Not surprisingly, Palm Springs has one of the most advanced telecommunications infrastructures in the United States. GTE, the local telephone provider, has invested millions of dollars to develop a fiber optic system in Palm Springs offering state-of-the-art voice, video and data technologies.

For several years now, Nortel has been the major corporate sponsor of the Palm Springs International Film Festival and has worked closely with the city of Palm Springs to help integrate the community for high-speed, broadband connection to the world.

Responsiveness to business needs. With the idea of helping to nurture enterprises located in the industrial parks throughout the city, the Department of Economic Development and volunteers from Palm Springs in Action embarked on a Business Retention and Expansion Program (BREP) which included a survey of the Palm Springs industrial and manufacturing sector. The survey revealed positive trends and important issues to be faced in the growth period ahead. "It's important to bear in mind that the survey is a first step in an on-going process," said John Tuite, director of the Department of Economic Development.

Since the number one concern of survey respondents was lowering utility costs, a task force will address this problem and help businesses find ways to reduce operating costs. Additionally, a federal Housing and Urban Development (HUD) loan program is being developed to complement the Small Business Administration (SBA)- and CDC-assisted loan programs.

The Business Retention and Expansion Program was launched to open up a new line of communica-

tion with city hall. More than just saying "we're interested in you," the program is intended to provide realistic aid to businesses in their quest to stay financially viable and to expand — for their own benefit and for the welfare of the community at large.

Expedited permitting processes. Palm Springs has placed the highest priority on attracting manufacturers and high-paying jobs to the area and is committed to assisting companies wanting to locate to the area. Palm Springs understands the special building requirements and needs of high-tech manufacturing firms and has hired a plan-check firm to expedite important, time sensitive projects.

Development incentives. Palm Springs can offer a manufacturer unique incentive packages through a combination of its redevelopment agency resources and the fact that half of Palm Springs is located on an Indian reservation. Known as the Economic Development Incentive Zone, this industrial area — which is located adjacent to the airport — offers arguably the best land deal in Southern California. Federal legislation provides accelerated depreciation incentives, hiring tax credits and technology transfer programs on Indian land.

Quality of life. Housing is available to meet a wide variety of needs from \$1 million mansions to an abundance of \$100,000 single-family homes. The cost of living is lower than that of most metropolitan areas and young families and singles find Palm Springs to be an extremely affordable place to live.

Palm Springs is carving itself a new niche. A small town with big city amenities — and once a playground for presidents and Hollywood superstars — Palm Springs is becoming the workplace of the next century with affordable housing and recreational opportunities.

Bureau Garners Awards for Innovative Staff Position

Ontario Convention and Visitors Bureau (OCVB) garnered two industry awards for its special events coordinator position, as presented by the Western Association of Convention and Visitors Bureaus (WACVB) at its annual Idea Faire. The Ontario CVB entry was named "Best of Show" and was recognized for "Outstanding Achievement in Bureau Operations-Management."

The position was created to provide a cost-effective method for coordinating the sales department's promotional events and assisting with vital market research, according to OCVB officials. Kimber Smith inaugurated the position in 1994, just as the convention and visitors bureau began marketing the city and its then-proposed Ontario Convention Center to a national audience.

Executive Director Sherry Hunter said, "I have spoken with many other executive directors who are intrigued by the idea and are considering adding a special events coordinator to their staff."

"After a thorough evaluation of our internal procedures, we realized that each of our four salespeople and director of sales were spending 25 percent of their time handling arrangements for trade shows, sales trips, familiarization tours and special events. It was neither a productive use of their time, nor cost effective. The more time they spent handling those details, the less time they had to book groups into the convention center and local hotels."

The bureau's director of public relations, Leann Lampe, said the position resulted in increased productivity for the sales staff; salespeople increased client solicitations and secured 26 bookings for the Ontario Convention Center, which is under construction and slated to open in November.

Key Positions at Inter Valley Filled
Pomona-based Inter Valley Health Plan attracted two outside candidates to fill key positions in the company with an eye on upgrading planning and information management.

Cynthia Tucker, most recently a director in charge of cultivating payer and provider markets for joint venture projects at FHR, was named vice president of strategic management. Upon her appointment, Tucker said that "we have the opportunity to develop and implement innovative managed care programs that would be much more difficult elsewhere."



Cynthia Tucker

Tucker was selected for her "experience in the managed care field and successful track record spearheading strategic planning, product design and execution, marketing and business development," according to Mark Covington, chief executive officer of the federally-qualified, non-profit health maintenance organization.



Dan Edgecomb

Dan Edgecomb, of Escondido, was hired on as director of information systems and will be responsible

for maintaining and improving Inter Valley's information technology system. Edgecomb was formerly information systems manager for Managed Care Solutions in San Diego.

Law Firm Opens Doors in Rancho Cucamonga

The San Diego-based law firm of Epsten and Grinnell opened its sixth office at 10470 Foothill Blvd., Suite 116, Rancho Cucamonga. The firm specializes in the representation of community associations in all aspects of law related to condominium developments and mobile home parks.

Office Manager Renee Maddux said the Rancho Cucamonga office is staffed with three attorneys assigned on a rotating basis, but that the firm is searching for a local attorney to work as a permanent associate. The firm has 17 attorneys with other offices in El Centro, Palm Springs, Temecula and Rancho Bernardo.

Health Systems Board Is Overhauled

A day after the Dec. 10 death of Valley Health System board member Donald Carrison, the Hemet-based health care company swore in three directors to its seven-member board, two of whom were elected officers.

Board members installed Dec. 11 were: Dr. William Blase of Hemet, who was elected chairperson, having served as vice chairperson since 1994; Gerald Buidos of San Jacinto, director of planning for Calimesa, who was originally appointed last April and was elected secretary; and James Peterson of Winchester, director of purchasing and contracts for the Eastern Municipal Water District.

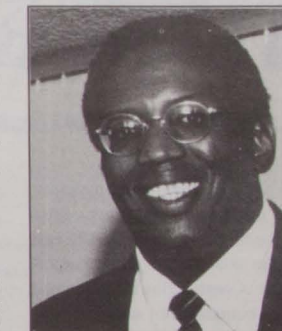
Carrison, who died following a long-term illness, was credited with bringing corporate management experience to Valley Health System which "was a valuable asset that helped lead Valley Health System in today's changing health care environment," according to a spokesperson.

Formerly assistant director of research at Ford Aerospace Corp.,

Carrison was involved with experimental work on nuclear magnetic resonance which is recognized as the precursor to magnetic resonance imaging, similar to what is now used for complex diagnostic procedures at the company's three hospitals — Hemet Valley Medical Center, Menifee Valley Medical Center and Moreno Valley Community Hospital.

Pomona Supervisor First Runner-up

Christopher Terry of Pomona was named first runner-up for "Supervisor of the Year" by Guardsmark Inc., a Memphis-based security services company. He



Christopher Terry

competed with 101 other supervisors who had earned "Supervisor of the Month" recognition throughout the year.

Representing the company's Ontario office, Terry was chosen for his "outstanding service and reliability," according to a news release, and earned a cash award and other company gifts. Guardsmark has 11,000 employees in 105 U.S. branch offices and is a recipient of the 1996 American Business Ethics Award.

Williams Tabbed VP of Trade Group

Elizabeth Williams, director of property management for Euclid Management Co., was elected vice president of the Community Associations Institute, the trade

continued on Page 50

CITY OF
ONTARIO

Year in Review ...

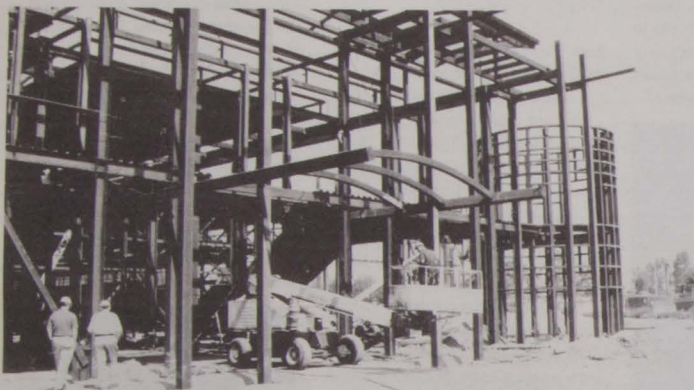
1996

continued from Page 27

twice as many passengers a year. Much more traveler-friendly and attractive to the eye, the new

major arterial highway around all sides of the airport.

Last year, the mayor and city council directed the city's redevelopment agency to transform



Steel framework of the Ontario Convention Center, due to open in November.

\$300 million, two-building terminal will have 26 passenger gates and will be located 1/2 mile east of the existing facility on Airport Drive. Construction is anticipated to be completed by early 1999.

In order to improve access to the newly expanded airport facility, the city of Ontario has also instituted a \$137.62 million, 25-phase, public-private funded construction program which will improve the five local freeway interchanges, four highway-rail-road grade separation underpasses and more than 20 miles of

Ontario's north Mountain Avenue area into a more attractive and economically productive "gateway" corridor. As such, they have started work on a number of exciting projects in the northwest area of Ontario.

One such project is the revitalization of the intersection at Mountain Avenue and Sixth Street where the redevelopment agency has slated both sides of the street for major redevelopment activity. The city has condemned and recently demolished the old Thunderbird Bowling

Lanes building at the northwest corner of the intersection and is facilitating the development of an attractive retail-office center that will include a large theater complex, bookstore, park and a variety of restaurants and retail establishments on the site and the vacant lot across the street.

Ontario Plaza, an aging shopping center, is yet another facet of the effort to revitalize Mountain Avenue. The strip mall at the corner of Fourth Street and Mountain Avenue will soon be demolished and completely rebuilt into a 17-

acre mixed-use, urban village that will feature an Albertson's supermarket, 150,000 square feet of

commercial retail space, and 80 units of senior housing. The Ontario Plaza project — as well as the planned Mountain Avenue and Sixth Street redevelopment project — is to be designed in the "new urbanist" development style of nationally recognized planner Peter Calthorpe. Both projects will emphasize a comfortable pedestrian-friendly ambiance and provide much needed amenities to the surrounding neighborhoods.

A Downtown Revitalization Citizens Committee was established by the city last spring to form an action agenda to revitalize the downtown area of Ontario. The committee was formed after months of planning and consultation with local property owners, business owners and residents. The committee's objective is to present an action agenda

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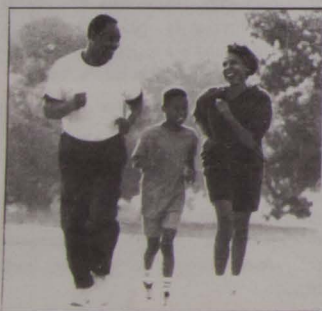
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CITY OF
ONTARIO

Year in Review ...

1996



Gus James Skropos

INLAND EMPIRE PROFILE

Occupation: Mayor, city of Ontario; deputy district attorney for San Bernardino County.

Short Biography: Age: 39. Graduate of Chaffey High School, Ontario, class of 1974; Cal Poly Pomona, business major, honor graduate, 1978; University of La Verne, College of Law, juris doctorate degree, 1984. Member in good standing, California State Bar — admitted 1985; deputy district attorney, San Bernardino County District Attorney's Office, 1987 to present; member of Ontario City Council, 1984-85, 1990 to present; mayor pro tem 1992 to April, 1994; member of San Bernardino County Board of Supervisors, Fourth District, 1985-86; appointed mayor, city of Ontario, April 22, 1994; elected mayor, city of Ontario, Nov. 8, 1994.

Family: Single. Parents: James and Kathryn Skropos. Brothers: George and Tom Skropos.

Hobbies: United States Air Force Reserve navigator. Spending time with family, nephews and niece. I enjoy going out to dinner and the movies.

Prior career: U.S. Air Force reservist since 1976; San Bernardino County Fourth District Supervisor, 1985-86.

Affiliations: U.S. Air Force Reserve, major; California State Bar, American Legion Veterans of Foreign Wars, San Bernardino Associated Governments board of directors, Omnitrans board of directors, California-Nevada Super Speed Train Commission (alternate), Ontario Convention Center board of directors, Ontario International Airport advisory board.

Major Accomplishments: Working with my colleagues on the Ontario City

Council to facilitate the construction of a number of important projects for the community, including Ontario Mills Mall, Ontario Convention Center, Ontario International Airport expansion, preparing for the possible city annexation of the Agricultural Preserve, and the creation of more than 20,000 new jobs in Ontario during term as mayor. Accomplishing a successful criminal prosecution record as a deputy district attorney for San Bernardino County.

Personal Accomplishments: Achieving the rank of major in the Air Force Reserve; being elected by my community as mayor of the city of Ontario.

Best thing about the Inland Empire: Affordable housing, good weather, strong business climate, close geographic proximity to the mountains, desert and ocean, and, with the opening of the Ontario Mills, great entertainment.

What is your greatest concern: Cutting Southern California's rising crime rate and properly educating our children for the challenges of tomorrow.

Last book read: "Patriot Games," by Tom Clancy

Favorite drink: Milk.

Last vacation: Hawaii, with family members.

Favorite sport: Politics.

Favorite restaurant: Red Lion Inn and Black Angus Restaurant, Ontario.

Last movie seen: "The English Patient."

City of residence: Lifelong resident of Ontario.

continued from Page 58

to the Ontario City Council that will outline a strategy for increasing the economic vitality of the downtown area while maintaining its historic and unique character.

Pescado Mojado, the first

Ontario Redevelopment Agency's Housing Department. During the period between December 1994 to December 1996, the housing department of the Ontario Redevelopment Agency issued more than \$971,635 in mortgage credit cer-



A workman during early phases of construction at Ontario Mills.

new large-scale, full-menu restaurant to open in downtown Ontario in recent memory, opened last fall on Euclid Avenue. The city's redevelopment agency staff worked closely on the project with business owner Juan Corona to renovate the old "Blue Seal Laundry" building — a local historic site — and locate his new restaurant within it.

It was a busy year for the

certificates and greater than \$10,187,653 was invested into the local community by private lending institutions as part of their popular "First Time Homebuyers Program." A total of 443 families have been assisted by this successful program since its inception in 1991. The agency also assisted in the financing or acquisition of more than 558 multi-family units throughout the city last year as part of its Multi-family Preservation Program.

COMPLAINTS?
PRAISE?
SUGGESTIONS?

Inland Empire
Business Journal

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Kanellos J. Astor, Executive Director

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1m Diversified Financial, 40226 Tanager Cir., Temecula, CA 92591-6138, Glenn Anthony Meno

1st Rate Real Estate & Rentals, 23631 Sunnymead Blvd., Moreno Valley, CA 92553, William Santoro

20/20 Investigations, 6164 Brockton Ave., Riverside, CA 92506, Earl Thomas O'Farrell

29 Palms Bible Baptist Church, 62128 Crestview Dr., Joshua Tree, CA 92252, Melvin Lee Hagan

99c Plus Store, 195 East Main St., San Jacinto, CA 92583, Martina Del Rosario Osun

A To Z Trailers & More, 16151 Chicago Ave., Riverside, CA 92508, Russell Alan Morris

A&B Transcriptions, 14324 Vincente Dr., Moreno Valley, CA 92553, Annette M. Bell

A&M Market, 24941 Hwy. 74, Perris, CA 92570, Roberto Esparza

A&V Trucking, 19180 Krameria Ave., Riverside, CA 92508, Luis A. Najaro

A+ Beauty Consultants, 7228 Leedom Dr., Highland, CA 92346, Anneliese P. Wimberly

A-Tel, 26115 Kalmia Ave., Moreno Valley, CA 92555, Christopher Attrulia

Advanced Copy Svc., 10722 Arrow Rte., #608, Rancho Cucamonga, CA 91730, Brian A. Kedzior

Advantage Plus Real Estate Svc., 157 North E St., San Bernardino, CA 92401, Robert Braun

Affordable Rentals, 55857 29 Palms Hwy., Yucaipa Valley, CA 92284, Cheryl Miller

Agua Caliente Hotel Spa, 14500 Palm Dr., Dsr. Hot Springs, CA 92240, Joel Wallach

Air Pro, 2900 Adams St., #C-29, Riverside, CA 92504, Richard F. Schmidt Jr.

Airport Mkt., 24988 3rd St., Highland, CA, 92410, Dawod Rayyan Abdel Hamid

All American Nursery, 1692 Cottonwood Ave., San Jacinto, CA 92582, Saed Javaherforoush

All Together Crafts, 1358 Chrysolite St., Mentone, CA 92359, Richard E. Bond

Allcom Network Svc., 9007 Arrow Rte., #220, Rancho Cucamonga, CA 91730, John Cheney

Alloy Metal Trading, 1222 Magnolia Ave., #105-398, Corona, CA 91719, Michael Hall

Alpine Barber & Beauty Salon, 12031 5th St., #A, Yucaipa, CA 92399, Roy D. Nixon

Alternative Concepts, 2438 Sweetwater Ct., Chino Hills, CA

91709, Harvel C. Peryer

Alternative Enterprise, 7838 Valle Vista, Rancho Cucamonga, CA 91730, William A. James

American Breeders Supply, 24751 Los Ranchias Rd., Hemet, CA 92545, Reginald R. Rasner Dvm

Angelic Surprises, 1268 Winged Foot Dr., Upland, CA, 91786, Richard W. Morand

Angels From Above, 21900 Barton Rd., #140, Grand Terrace, CA 92313, Paulette Rush

Arlington 98c Discount, 8151 Arlington Ave., #R-S, Riverside, CA 92503, Ziyad Shaath

Assoc Of Idyllwild Arts Foundation, 52500 Temecula Dr., Idyllwild, CA 92549

Auto Bahn Automotive, 41135 Sandalwood Cir., #B, Murrieta, CA 92562, Frank S. Ewing

Aws Inc., 30617 Calle Pina Colada, Temecula, CA 92591, Rolfe W. Wittmann

A B B Trading Co., 223 W. 25th St., San Bernardino, CA 92405, Liviu L. Barbu

B&B Powder Coating, 7427 Orangewood Dr., Riverside, CA 92504, William M. Chrisman Jr.

B&G Plumbing, 28310 Forest Oaks Way, Moreno Valley, CA 92555, Gilberto Rosete

Backstreet Cafe, 340-E River Rd., Corona, CA 91720, Rachel M. Rola

Baldy Mountain Ranch, 52601 Hwy. 74, Mountain Cntr., CA 92581, Leona A. Mc Gaugh

Bargain Enterprise, 26214 Redlands Blvd., #10, Redlands, CA 92373, Lori A. Sedgwick

Bb Racing, 402 East Grant St., Rialto, CA 92376, Robert D. Borkowski

Bedard Construction, 39857 Knollridge Dr., Temecula, CA 92591, John Alan Bedard

Bedrock Properties, 245 Citation Cir., Corona, CA 91720, Roy Hornstein

Big J's Hauling & Clean Up, 11767 Roswell Ave., Chino, CA 91710, Jonathan S. Sanchez

Billy T's, 10102 Indiana Ave., Riverside, CA 92503, Olga's Inc.

Bmw Pet Svc., 3520 Sunny Hills Dr., Norco, CA 91760, Cynthia R. Haggarty

Bonanza Mobile Park, 2260 W. Rialto Ave., San Bernardino, CA 92410, Herbert R. Hodson

Bonehead Composites, 236 East 3rd St., Perris, CA 92571, Chris Frisella

Brite Star Investigations, 1001 Cooley Dr., #105, Colton, CA 92324, Eric W. Martin

Bronson Trucking, 958 Grant Ave., Colton, CA 92324, Kim Bronson

Business & Financial Development, 1651 West

Foothill Blvd., Upland, CA 91786, Gregory M. Mushkevich

Buy And Sell Compre Y Venda, 4795 Holt Blvd., #108, Montclair, CA 91763, Mercedes Acks

By Design, 27270 Ocean Dunes, Moreno Valley, CA 92555, Ruth L. Watson

By-You Bob's Building Fiesta Village, 5340 Parklane, San Bernardino, CA 92404, Robert L. Henley

C&C Enterprise, 11155 Jersey Blvd., #B, Rancho Cucamonga, CA 91730, Jim L. Ryan

C&C Trucking & Transportation & Produce 23387 Hemlock Ave #14, Moreno Valley, CA 92557, Cristelo Cantu

C&J Woodworking 43690 Corte Amaya, Temecula, CA 92592, Jeffrey Scott Kanov

C&R Home Repair 470 Dusty Ln., Perris, CA 92571, Christian Rusovick

Ca's Vending 687 Benson #B, Upland, CA 91786, Carol Ann Boersma

Cafe Laurel 359 Mountain Ave., Upland, CA 91786, Belay N. Belay

Caffe Klatch 7900 Limonite Ave., Riverside, CA 92509, Wendy Montano

Cal-Pac Of The Desert 16776 Lakeshore Dr., #C266 Lake Elsinore, CA 92530, Wayne Romanski

Call Pro Cycling 4564 Toyon Rd., Riverside, CA 92504, Jesse Bonifacio Rios

California Group 2298 Black Pine Rd., Chino Hills, CA 91709, Rick Panchev

California Notary Svc. 7625 Jefferson Ave. #106, Temecula, CA 92590, Terri Kyle Olsen

California Wholesale Co. 24712 Sixth St., San Bernardino, CA 92410, Jack Berman

Camacho Refinishing 8395 Magnolia, Riverside, CA 92504, Rafael Camacho

Canos Mfg. 1469 Bordwell, Colton, CA 92324, Robert V. Cano

Canyon Consulting 30554 Greenway Circle, Temecula, CA 92592, Charles Almon

Coe Canyon Country School 21860 Strawberry Ln., Canyon Lake, CA 92587, Darla J. Reynolds

Canyon Lake Surf & Sport 31630 Railroad Canyon Lake #20, Canyon Lake, CA 92587, Michael Lonny Flores

Canyon Sales 17130 Woodcrest Plaza #401, Woodcrest, CA 92504, Verna Guntermann

Car Meet 27851 Lake St., Hemet, CA 92544, George H. Mayers

Caring Hearts Ministry 2251

Coachman Cir., Corona, CA 91719, Deena L. Murray

Caroline Auto 372 E. Caroline St., San Bernardino, CA 92408, Steve N. Nemes

Casas Y Mas Casas 21250 Box Springs Rd., #215, Moreno Valley, CA 92557, Gonzalo Gonzalez

Cash Enterprise 1034 West I St #233, Ontario, CA 91762, Robert J. Anderson

Castaic Dsi/Cdc Partners 40925 County Center Dr. #100, Temecula, CA 92591, Robert F. Curtis

Casual Carpet & Flooring 5823 Adobe Rd., 29 Palms, CA 92277, Donald Lee Lake Jr.

Casual Elegance 26848 State Hwy. 189, Lake Arrowhead, CA 92352, Solon Earl Morrison

Celebrate 750 Richards Rd., Perris, CA 92571

Cem 28690 Front St. #370b, Temecula, CA 92592, Jerold W. Regier

Charlie's Burgers 1940 E. Florida Ave., Hemet, CA 92544, Kiriakos Vianno Sarikas

Cherry Auto Sale & Svc. 10591 Cherry Ave., Fontana, CA 92337, Leon L. Salajan

Chi Chi Club & Cantina 155 South Belardo Rd., Palm

Springs, CA 92262, Craig A. Marlar

Chinese Bowl 16989 #C Valley Blvd., Fontana, CA 92337, Kim L. Lov

Chino Capital 4774 Riverside Dr #H, Chino, CA 91710, Joel Francis Cooley

Chip-N-Nails 12555 Mariposa C., Victorville, CA 92392, Jacqueline B. Hanson

Christian Music 5295 Sierra Vista Ave., Riverside, CA 92505, Delia Martinez

Chs Cajon 3075 Wagontrain Rd. Cajon Jct., CA 92427-0190, Daniel Hess

Chuckies 25097 Elan Dr., Hemet, CA 92544, Marilyn West

Cial's & Sons Excavation 15328 Pine Lane, Chino Hills, CA 91709, Victor Leopold Ciais

Cigar Box Montclair Plaza, Montclair, CA 91670, Robin Frey

City Relations Int'l 67-821 N. Portales Dr., Cathedral City, CA 92234, Emile Cacciari

Claim Smart 1250 West 8th St #E, Corona, CA 91720, Jeannine Michon Norman

Clanton Bus Trucking 28554 Moonshadow Dr., Menifee, CA 92584, George Clanton

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Classic Real Estate 16229 Bear Valley Rd., Hesperia, CA 92345, Maryann Sutherland

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Clean & Sparkle 1011 Clubview, Big Bear Lake, CA 92315, James E. Rose

Clean Touch Cleaning Svc. 39330 Via Zargoza, Murrieta, CA 92563

Collins Enterprise Co. 23585 Breezy Meadows, Moreno Valley, CA 92557, Sadawn Collins

Columbia Homecare Of Chino Valley 12403 Central Ave., Chino, CA 91710, John M. Franck

Comfort Card 1631 Pomona Rd. #200, Corona, CA 91720, Scott Wright

Compu-Temp Co. 6166 Rhonda Dr., Riverside, CA 92504, Joseph H. Wolter

Crown Mortgage Svc. Inc. 31461 Riverside Dr. #202, Lake Elsinore, CA 92530, Gary Dundall

Crown-Excel Enterprise 16565 Orange Way, Fontana, CA 92335, James T. Williams

Crows Transportation Systems 2122 S. Waterman #D-1, San Bernardino, CA 92408, Carey Jackson

Custom Carpentry 32200 Jacinto St., Norco, CA 92567, Donald F. Mckeehan

Customline Tow & Storage 9663 Rudicill St., Riverside, CA 92503, Cathy Anne Budel

Cyber-Med 300 S. Highland Springs Ave. #6c-126, Banning, CA 92220, Marianne Schipper

D C Concrete Contractors 7895 Cypress Ave., Riverside, CA 92503, Delia I. Cortez

D Spec Motorsports 8940 Benson Ave #F, Montclair, CA 91763, Eric Hsun Tung

D&C Enterprise 1655 West 6th St., Corona, CA 91720, Gary Woodchuck

D&D Mobil Wash 16565 Orangeway #C-D, Fontana, CA 92335, Danford N. Sorenson

D&M Carpet Cleaning 3791 Vine Ave., Norco, CA 91760, David Cochrane

D'oey Designs 521 North Mountain Ave #E, Upland, CA 91786, Harvel C. Peryer

Dale's Tree Svc. 1705 West 11th St., Upland, CA 91786, Dale D. Boice

Dale's Plastering 11729 Camino De La Vista Dr., Moreno Valley, CA 92557, Dale Eugene Hayden

Dancetime Studio 13849 Amargosa Rd. #101-102, Victorville, CA 92392, Jami L. Wiseman

Dancing Spirits Ranch 17498

Channel Way Canyon Lake, CA 92587, Marian J. Olson

Coupons USA 2751-104 Reche Canyon Rd., Colton, CA 92324, Edwin A. Jonas Jr.

Creations Architectural Design 9834 Almeria Ave., Fontana, CA 92335, Luz Gabriela Vega

Creations By Cindy + Friends 12373 Concord Ct., Chino, CA 91710-2147, Cindy L. Foreman

Creative Cuts By Connie 327 East E Street, Ontario, CA 91764, Connie R. Zimmerman

Creative Data Solutions 28449 Merridy St., Highland, CA 92346, Scott A. Contreras

Creative European Catering 27880 Sycamore Mesa Rd., Temecula, CA 92590, Susan Marie Malek

Crest Enterprise 12693 East End Ave., Chino, CA 91710, Theresa M. Darrington

Crimefighter Ticket 10974 Sunnyside Dr., Yucaipa, CA 92399, Dirk Voss

Crown Mortgage Svc. Inc. 31461 Riverside Dr. #202, Lake Elsinore, CA 92530, Gary Dundall

Crown-Excel Enterprise 16565 Orange Way, Fontana, CA 92335, James T. Williams

Crows Transportation Systems 2122 S. Waterman #D-1, San Bernardino, CA 92408, Carey Jackson

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Dancetime Studio 13849 Amargosa Rd. #101-102, Victorville, CA 92392, Jami L. Wiseman

Dancing Spirits Ranch 17498

Santa Rosa Mine Rd., Perris, CA 92570, Yvonne De Forest

Dave's Auto Detail 16510 Ceres Ave., Fontana, CA 92335, David G. Cruz

Dbc Moments And Memories 140 E. Stetson #287, Hemet, CA 92543, Thomas J. Hellman

Degarcia's A Mexican Restaurant 14343 Main St., Hesperia, CA 92345, Silvano Garcia

Delrosa Investment 2348 N. Sterling Ave. #243, San Bernardino, CA 92404, Dee Hart Jr.

Denny's #1933 56895 29 Palms Hwy., Yucaipa Valley, CA 92284, Hamid R. Navran

Derek Electric Maintenance 35-960 Arendt Ln., Murrieta, CA 92563, Karyn Longoria

Diamond Cove Koi & Water Plants 31675 Horning Rd., Hemet, CA 92543, Charlene Rene Ward

Diamond Medical Svc. 11362 Pyramid Peak Ct., Rancho Cucamonga, CA 91730, Manuel Barrios

Diaz Trucking 11915 Woodbridge Dr., Fontana, CA 92337, Reyner Diaz

Dicenso Center 1639 W. Foothill Blvd., Upland, CA 91786, Antonio Dicenso

Discotecas Diaz 9887 Lindero St., Montclair, CA 91763, Joel Herrera Diaz

DM&R Distributors 9187 Amethyst St., Rancho Cucamonga, CA 91730, Dyanna Tracie Kavanaugh

Document Imaging Supply Co. 9375 Archibald Ave #801, Rancho Cucamonga, CA 91730, Evis R. Beaton

Donut Pantry 1818 West 6th St. #C, Corona, CA 91720, Ny Eang

Door Masters 15181 Van Buren Blvd. #71, Riverside, CA 92504, Karen Lynn Brown

Dot Com 717 S. Taylor, Ontario, CA 91761, David Green

Dowe Barnes & Assoc-Lip 4129 Main St. #200, Riverside, CA 92501, Hermin Adella Dowe

Dp Enterprise 1270 E. Flora St., Ontario, CA 91764, Deborah M. Peters

Dwk Graphics 379 N. Palmetto Ave., Rialto, CA 92377, Willie D. Drake Jr.

Dynamic Control Systems 11229 G Avenue, Hesperia, CA 92345, Jay K. Tullis

Dynamic Gymnastics & Tumbling Academy 41680 Enterprise Cir. South #A, Temecula, CA 92590, Susan Yarusi

E&C Tax Svc. 9035 Sheep Creek Rd., Phelan, CA 92371, Ella C. Galvin

E&D Home Care Svc. 13390 Hidden Valley Rd., Victorville, CA 92392, Darline Malone

E&M Flooring 1876 Thrush Pl., P.O. Box 2027, Wrightwood, CA 92397, Eric J. Gilbert

Eagle Filtration 1260 Belle Rd., Calimesa, CA 92320, Robert Don Richard

Eagle Filtration 4230 Cedar Dr., San Bernardino, CA 92407, Charles R. Taite

Eagle One 7900 Limonite Ave. #G-139, Riverside, CA 92509, Jerry Lee Hunter

East End Truck Repair 12174 East End Ave., Chino, CA 91710, Kevin Puckett

Echo Maintenance 11838 Venetian Dr., Moreno Valley, CA 92557, Yong Hyon Kim

Edison Real Estate Investments 11620 Mt. Miriah Dr., Rancho Cucamonga, CA 91737, Aaron Sandusky

Educational Computing Systems 1502 Canterbury Cir., Redlands, CA 92374, Pauline Jiang

Elite Asset Mgmt. 27720 Jefferson Ave #101, Temecula, CA 92590, Timothy Mclean

Elite Entertainment 1085 North Main St., Orange, CA 92662, Trace Kirkpatrick

Elsinore Pioneer Lumber Co. 127 W. Graham Ave., Lake Elsinore, CA 92530-4197, Frieda I. Holtan

Embers Lodge 40229 Big Bear Blvd., Big Bear Lake, CA 92315, Nicholas Orland Aliberti

Emk Ranch Parks Pacific Stables 1580 Pacific Ave., Norco, CA 91760, Edward M. Krivec

Empire Real Estate Financial Svc. 1240 Edwards St. #E, Redlands, CA 92374, Armand D. Davis

Empire Records & Graphics 8652 Sierra Ave., Fontana, CA 92336, Sergio Magana

Empire Specialty Beverages 920 Via Cartago #30, Riverside, CA 92507, Michael Victor

Endless Imaginations 5246 Marlatt St., Mira Loma, CA 91752, Richard Johnson

Energy Physical Therapy Assoc. 11630 Welebir St., Loma Linda, CA 92354, Edsen B. Donato

Engineering Resource Associates 2396 Via La Mesa, Chino Hills, CA 91709, Alexander Marr

Erborg Discount Svc. 1336 Birdsong Ln., Corona, CA 91719, Dan Esberg

Euc & Aloe 30865 Ave., Buena Suerte Temecula, CA 92591, Debra Kay

Excel America Of Ontario 9737 Lemon Ave., Alta Loma, CA 91737, James T. Sisco, Jr.

Excel Self Storage Of Blythe 56119 Onaga Trail, Yucaipa Valley, CA 92284, Susan W. Lanther

Export Plus 10850 Nuevo Dr.,

Fontana, CA 92337, Christina M. Calta

Extreme Pressure Lubricants 859 S. Spruce Ave., Rialto, CA 92376, Odie L. Deck

F&A Creation 5430 Dodd St., Mira Loma, CA 91752, Feliciano Acosta

Family Garden Buffet Restaurant 233 Carousel Mall, San Bernardino, CA 92401, Hae Kyung Cho

Farthings Cards & Gifts 3653 Main St., Riverside, CA 92501, Kevin Knowles

Fast Break Delivery Svc. 1070 S Vineyard, Ontario, CA 91761, Reyes R. Sanchez

Fastsigns 28165 Front St., Temecula, CA 92590, R. Lee Tussing Jr.

Favorite Things 6047 Park #B, Wrightwood, CA 92397, Peggy Jean Freigh

Fedcomp Formation 42645 Moonridge Rd., Big Bear Lake, CA 92315, Clyde W. Coxey

FF Trucking 170 Evergreen Pl., Perris, CA 92571, Fausto R. Varela

Fig Tree Enterprise 27235 Paloma Way, Sun City, CA 92586, Alan Feigenbaum

Fire Glaze Of Orange County & Inland Emp. 1857 Bern Dr., Corona, CA 91720, Alan Spann

First World Travel Of Coachella Valley 78-435 Hwy. 111, La Quinta, CA 92253, Larry E. Lichtler

Fisher Construction 34115 Autumn Sage Ct., Wildomar, CA 92595, Edward Richard Fisher

Fitzgerald Plastics 1093 Industrial St., Pomona, CA 91766, George B. Fitzgerald

Filmco Paging Svc. 24483 Sunnymead Blvd., Moreno Valley, CA 92553, Arturo Jenkins

Flo J. Company 2238 Oaks Ave., Ontario, CA 91762, Florence J. De Bie

Fontana's Bosch Auto Center Inc. 8960 Sierra Ave., Fontana, CA 92335, Carlos Bosch

Forty Second Street Bagel 733 West Foothill Blvd., Upland, CA 91786, Jim Hite

Full Armor Ministries 700 Elm St., Big Bear Lake, CA 92315, James W. Shuck

Future Fire Protection 444 Tyler Ave. #C, Upland, CA 91786, Jeffrey Michael Ertter

G&G Graphics 1063 Border Ave., Corona, CA 91720, Daniel John Gervais

Garielle Specialty Products 13393 Noble Pl., Chino, CA 91710, Michelle A. Gray

Garland Kemper Realtor 6369 Denair Ave., Highland, CA 92346, Garland S. Kemper

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EXPORTING

ISO 9000 Sets International Quality Standards

by Susan M. Thomas

International quality management systems are not new, but one system is now being recognized throughout the world. Today the ISO 9000 Series sets the quality management system standard.

Before 1987, most countries had their own quality management bodies, most of which were — and are — large spenders of taxpayers' money. Governments wanted a system that insured they were getting value for that money. The results were quality management systems similar to, but more extensive than, the U.S. Good Manufacturing Practices for medical device and pharmaceutical manufacturers. Government departments were under instruction to purchase products and services only from suppliers who complied with their regulations.

Exporters, in particular, faced tremendous challenges to satisfy quality requirements. Not only did they have to meet requirements of their own national standards, but also those of the countries into which they were exporting.

Therefore, since the standards had been established by many national standards bodies, it made sense that harmonization should be done by one international standards organization. Fortunately, such an organization already existed.

Founded in 1946, the International Organization for Standardization (ISO) — headquartered in Geneva, Switzerland — is a world-wide federation of national standards bodies. ISO is a voluntary organization, currently made up of representatives from more than 150 countries. The U.S. representative to ISO is the American National Standards Institute (ANSI).

In 1987, the family of quality management systems standards, known as the ISO 9000 Series, was approved by the members of ISO. Almost simultaneously, the

European Committee for Standardization — representing the 12 member states of the European Community and seven European Free Trade Association countries — adopted this series as "EN 29000." Those European countries replaced a patchwork of regulatory requirements with one uniform regulatory system known collectively as the ISO 9000/EN 29000 Series.

ISO carries out the preparation of international standards through technical committees. Each member body interested in a subject has the right to be represented on that committee.

International organizations, both governmental and non-governmental and in liaison with ISO, also take part in the work. Proposed international standards drafted by technical committees are circulated to the member bodies for voting. Adoption as an International Standard requires approval by at least 75 percent of the member bodies who voted.

ISO 9000 is a series of standards which relate to quality programs within an organization, to insure that customers' needs are met. These guidelines apply only to a company's quality management system, and does not judge the quality of a product. As detailed by the *Journal of Commerce*, "ISO 9000 requires a company to document what it does, and do what it documents."

ISO 9000 — quality management and quality assurance standards: The "umbrella" of international standards which outlines a system for quality management and assurance, and defines the appropriate ISO 9000 series standard to use for a specific quality system. This details fundamental quality concepts, defines key terms and provides guidance on selecting and using ISO 9001, 9002 and 9003.

ISO 9001 — design-development, production, installation and servicing: The most comprehensive

standard covering facilities which design-develop, produce, install and service products, or which design-develop and provide services.

ISO 9002 — production, installation and servicing: Relates to facilities which provide goods or services consistent with designs or specifications furnished by the customer. Examples would be service organizations, warehousing, transportation, etc. While ISO 9000 standards were originally designed for manufacturing and has the greatest impact on that sector, they can also be applied quite effectively to service organizations.

ISO 9003 — final inspection and test: Outlines requirements for the detection and control of problems during final inspection and testing.

ISO 9004 — quality management and quality system elements: Guidelines for the development and implementation of a quality system, and how all ISO standards relate to a supplier's operation.

ISO 9000 standards have enjoyed phenomenal acceptance around the world, and have been adopted by more than 90 countries. The time is approaching when registration will be required in most markets.

ISO 9000 is increasingly making its presence felt in the United States as a way to meet the demands of customers, and not only with companies which have business and/or economic ties to the European Community.

ISO 9000 has also taken hold with U.S. Government agencies such as the Food and Drug Administration (FDA) and the Department of Defense (DoD), conglomerates — such as IBM and automakers — and thousands of other organizations in manufacturing and service industries which find registration to be a major competitive edge.

More than 5,000 ISO 9000 certificates have been issued to U.S. companies which recognize that the standards series is an excellent tool to help build a first-rate quality production system.

In a recent issue of *Export Today*, Peter Malkovich, co-author of ISO compliance publications, answered critics that said the implementation of ISO 9000 may seem expensive or intrusive; Malkovich wrote that companies which go through the process "find themselves enjoying lower costs, increased efficiency and higher sales."

Several years ago, Joseph Wrafter, of Beckman Instruments in Fullerton, already knew that "this internationally recognized quality systems standard is not the latest flavor of the month, but rather it is here to stay with us for some considerable length of time."

Eric Guenther, North American quality control manager for Air Express International, in Darien, Connecticut, was recently quoted as saying "AEI is more efficient, offers a better service and has reduced overall costs in large measure through its ISO certification."

Guenther continues: "Our certification has become a marketing tool. It is a lever which, quite honestly, we use to gain market share."

More than ever before, U.S. businesses are positioned to sell competitively on international markets. Since consumers all over the world take the quality commitment seriously, domestic companies must be completely prepared to provide the levels of quality and consumer confidence which today's buyers expect.

Susan Thomas established Export Associates in 1991 specifically to help small manufacturers get their products sold on the international market. Thomas may be contacted by calling (714) 282-7694.

Financial Brokerage Firms Serving the Inland Empire

Ranked by Number of Offices in Inland Empire (Riverside and San Bernardino Counties)

Company Address City/State/Zip	# Offices Inland Empire Company Wide	I. E. Registered Brokers Full Time Part Time	Services	Headquarters Year Established	Top Local Executive Title Phone/Fax
1. Waddell & Reed Financial Services 3393 14th St. Riverside, CA 92501	6 200	33	Financial Planning, Mutual Funds, Annuities, Insurance Products	Shawnee Mission, KS 1937	Charles C. Loverde Division Manager (909) 781-0573/781-4397
2. Dean Witter Reynolds Inc. 3750 University Ave., Ste. 175 Riverside, CA 92501	4 360	23	Retail Brokerage, Corporate Finance, Money Management, Insurance	New York, NY 1924	Diane Gilmore Branch Manager (909) 784-8383/784-3913
3. Merrill Lynch Pierce Fenner 415 S. Palm Canyon Palm Springs, CA 92262	4	16	Brokerage, Management, Lending Trust, Underwriting	New York, NY 1976	A.J. Staples Resident Vice President (619) 325-8611/320-9219
4. A. G. Edwards & Sons 3737 Main St., Ste. 103 Riverside, CA 92501	3	10	Retail Brokerage, Public Finance, Corporate Finance	St. Louis, MO 1887	Ray Vadeboncoeur Manager (909) 784-8700/682-2517
5. Paine Webber 3403 10th St. Riverside, CA 92501	3 281	43	Full Service Brokerage	New York, NY 1879	Paul Skoog Manager (909) 684-6300/682-9409
6. Charles Schwab & Co. Inc. 3701 Market St. Riverside, CA 92501	2 204	5	Full Service Brokers Discount Commission	San Francisco, CA 1975	Richard Dunn Branch Manager (909) 682-7575/682-4061
7. Merrill Lynch & Co. 301 E. Vanderbilt Way, Ste. 150 San Bernardino, CA 92408	2	15	Stocks, Bonds, Financial Planning, Annuities, Mortgages, Real Estate	New York, NY 1986	John Brown Vice President (909) 384-4300/384-0814
8. Advantage Capital Corp. 2997 Woodhaven St. Riverside, CA 92503	1 1	1 3	IRA's, SEP, 401K ISA/4033, Pension Plans	Houston, TX 1948	Bob Hesslink Division Manager (909) 687-2293
9. Diversified Securities, Inc. 369-A Hartman Cir. Cedarapines Park, CA 92322	1 9	2	Complete Investment Services All Stock Exchanges Financial Planning	Long Beach, CA 1965	Larry A. Carter Vice President (909) 338-5531/338-2746
10. Goalmaster Financial 2720 Sunnyside Dr., Ste. G Riverside, CA 92506	1 1	1	Fee-Only Investment Management Stocks, Bonds & No-Load Mutual Funds	Riverside, CA 1993	Gerald A. Sauve Owner (909) 686-GOAL/686-4627
11. Gorian Investments 350 W. 5th St., Ste. 103 San Bernardino, CA 92401	1 1	8 1	Full Service: Stocks, Bonds, Mutual Funds, IRA's, Retirement Plans, Etc.	San Bernardino, CA 1982	George Gorian Owner (909) 888-7551/889-1647
12. Fox & Co. 6670 Alessandro #D Riverside, CA 92506	1 3	4 1	Buy, Sell Stocks, Bonds, Mutual Funds at Discount Commissions	Irvine, CA 1987	Oscar Campos Registered Rep. (909) 789-9701/789-9699
13. Garry N. Nichols & Assocs. 1040 N. Benson Ave. Upland, CA 91786	1	10	Full Service Brokerage	Tustin, CA 1976	Garry N. Nichols President (909) 982-0607/982-4479
14. Butler, Bertolina & Epey Inc. 1317 W. Foothill Blvd. Upland, CA 91786	1	6	RIA Fee-Based Retirement Planning	Upland, CA 1990	Art Bertolina Managing Executive (909) 931-2727
15. Kennedy, Cabot & Co. 3800 Orange St. Riverside, CA 92501	1	4	Discount Brokerage, Fixed Income Products	Riverside, CA 1960	Matthew Kearns Branch Manager (909) 682-9580/686-4204
16. United Pacific Securities 777 Tahquitz Way, Ste. 200 Palm Springs, CA 92262	1	3	Full Service Brokerage	Carlsbad, CA 1973	Ken McDonald Regional Branch Manager (619) 323-5152/322-2372
17. RPM Insurance Services 310 E. Citrus Ave. Redlands, CA 92374	1	3	Investment Advisors	Redlands, CA na	William A. McCalmon President (909) 792-6765/798-9668
18. Midwest Discount Brokers Inc. 3610 13th St. Riverside, CA 92501	1	2	Discount Brokerage, Stocks, Bonds, Options, New Issues, Mutual Funds	Springfield, MO 1996	David J. Edwards Branch Manager/Owner (909) 342-0041/342-0139
19. LPL Financial Services 27720 Jefferson Ave. Temecula, CA 92590	1	1	Stocks, Mutual Funds, Financial Planning	Temecula, CA 1993	John Fontenot Branch Manager/Owner (909) 695-2551
20. Associated Securities Corp. 222 E. Olive St., Ste. 2 Redlands, CA 92373	1	1	Investment Advisory, Stocks, Bonds, Mutual Funds	Los Angeles, CA 1966	Eddie Ngo Regional Principal (909) 307-1760/307-1733
21. Palm Springs Retirement Corp. 333 S. Indian Canyon, Ste. J Palm Springs, CA 92262	1	1	Full Service Financial Management	Palm Springs, CA 1992	Sheldon M. Bell President (619) 323-0893/320-7800
22. Smith Barney Inc. 456 W. Foothill Blvd. Claremont, CA 91711	1	WND	Investment Brokerage	New York, NY na	Joe Molinari Branch Manager (909) 625-0781/621-6046

N/A = Not Applicable WND = Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, 8560 Vineyard Ave. Suite 306, Rancho Cucamonga, CA 91730-4352. Researched by Jerry Strauss. Copyright Inland Empire Business Journal 1996.

Film Industry Is Active in Coachella Valley

Film Festival Box Office Opens

The ticket office and merchandise specialty store of the Eighth Annual Nortel Palm Springs International Film Festival will be open Jan. 9 through 26 at 1700 E. Tahquitz Canyon Way. The festival's headquarters also offers a variety of festival-related merchandise, including T-shirts, sweatshirts, coffee mugs and other souvenirs.

Box office hours are Monday through Friday, 10 a.m. to 6 p.m. and special film festival passes are available for prices ranging from \$55 to \$300. For information on the festival, or for purchases by telephone, call (619) 778-8979.

'Film Services Directory' Available

The Palm Springs Desert Resorts Convention and Visitors Bureau's (CVB) Film Commission will be distributing 4,000 copies of its latest "Film Services Directory" this month to location scouts and production executives.

The commission also maintains an on-location library of available property photographs used by film scouts at the Palm Springs Desert Resorts CVB's offices in The Atrium, 69-930 Highway 111, Suite 201, Rancho Mirage. For information, call (619) 770-9000.

Large-screen Theater to be Cornerstone

A proposed 20,000-square-foot, 400-seat IMAX theater will serve as the cornerstone of Cathedral City's multi-million dollar downtown redevelopment plan which calls for a new civic center, visitor's center and town square. The large-screen theater, scheduled to open in 1998, is expected to help attract restaurants, theme clubs and other entertainment-related businesses to the area. "IMAX technology is a tremendously strong anchor for all the plans Cathedral City has," said Fred Bell, the company's chief operating officer.

Realtor attains commercial investment status

Ingrid Baddour of Palm Springs attained the Certified Commercial Investment Member (CCIM) designation

as conferred by the Commercial Investment Real Estate Institute, an affiliate of the National Association of Realtors. The designation is applied to real estate professionals who have completed graduate level courses in areas such as analysis of financial, market and investment decision aspects of transactions.

Baddour began her real estate career 16 years ago, starting her own commercial brokerage in 1990. She does business as Ingrid Baddour Realtor and served as director of the Palm Springs Board of Realtors for three years.

Her transaction experience includes office and retail properties, warehouses, mobile home communities, recreational vehicle parks and residential income properties.

Law Firm Consolidates Offices

Best Best & Krieger LLP, the Inland Empire's largest law firm, consolidated its Palm Springs office into an expanded Rancho Mirage location. The firm leased additional space at its Hope Square office — located at 39700 Bob Hope Drive — bringing total office space to 20,000 square feet.

The law firm also has offices in Ontario, Riverside, Victorville and San Diego. Twenty-one of its 100 attorneys practice in the desert and offer counsel in legal areas such as real estate and land use, Native American law, hazardous waste management and water law.

Hospital Employee Receives 'Spirit Award'

Johanne Church, a certified radiology technologist and mammographer at John F. Kennedy Memorial Hospital, was awarded the American Cancer Society's Spirit Award, given each year to citizens in the Coachella Valley who demonstrate unique spirit and energy to help the community.

Church trains more than 1,000 women annually on self-examinations for the prevention of breast cancer. She is accredited for the special training by the society and has worked at the Indio hospital since 1990.

Attorneys Open Palm Desert Office

Ferguson & Bernheimer, attorneys and counselors at law, opened offices at Civic Center Park, 73710 Fred Waring Drive, Suite 208, Palm Desert.

Specializing in government relations and civil litigation, the attorneys emphasize early intervention dispute resolution for cost-effective and timely problem solving.

James Cato Ferguson has practiced law in the Coachella Valley since 1993 and is the vice chairman of the Palm Desert Planning Commission. Robert A. Bernheimer most recently worked as a Sacramento lobbyist for the Flanagan Law Firm and served as Arizona's director of international trade from 1987 to 1988.

Fords Honored at Gala

Former President and Mrs. Gerald Ford were honored with "Distinguished Community Service" awards last month at the annual Desert Communities Gala hosted by the Anti-Defamation League. The Fords were recognized for "generous support to numerous programs and organizations" in the Coachella Valley.

Additionally, Marjorie and Harold Victor were bestowed the Melvin and Helene Berman Humanitarian Award for their dedicated service and commitment to educate and prepare students and adults for life in a culturally and racially diverse community. The event was hosted Dec. 14 at Marriott's Desert Springs Resort & Spa in Palm Desert.

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Small Businesses Raise \$9.5 Million through Investor Forums

The results are in, and the investor forums are a smashing success! Held twice a year and hosted by the California Venture Forum and Southern California Edison, the investor forums have proven to be successful beyond anyone's wildest dreams.

Southern California Edison commissioned an independent survey to be conducted nine to 12 months following each forum. The purpose of the survey was to ascertain how successful the forums were in actually assisting the business owner in raising capital and growing his or her business. Along with the monetary rewards, the survey also identified how successful the educational components of the forum process were for the participants.

The surveys have been completed on the first three investors forums, and the results have been compiled. Thirty-eight companies made presentations at these three forums, and a total of \$9.5 million was raised in the 12-month period following the forum. That amount excludes any additional monies which the owners might have invested. The \$9.5 million is made up of \$2.8 million from private investors, \$4 million in venture capital and \$2.7 million from corporations and institutions.

Not all of the 38 companies which made presentations at the forums were able to raise capital. On the average, a little more than 50 percent of the presenting companies from each forum went on to raise additional funds. That statistic itself is rather phenomenal and is a glowing indication of the forum's success.

All of the money raised, however, was not a direct result of the forum itself. Some of the participants found the forum indirectly responsible for their ability to successfully acquire financing.

One forum participant said his success in securing a Small Business Administration loan was the result of the increased self-confidence gained and the presentation skills acquired from participating in the forum. Another participant said that

his ability to raise venture capital was a result of the excellent mentoring he received during the forum process.

Over and over again, the forum participants have expressed their gratitude for the knowledge and skills they gained as a result of their participation.

One presenter said, "[The forum] taught me how to present myself. Using the skills I learned at the conference, I was able to eventually raise money through an investment banker."

Another presenter was able to use what he learned to improve his business plan. He said, "I had a problem describing the concepts in succinct, understandable terms. The time constraints imposed at the forum helped me formulate a concise, understandable presentation. I was able to incorporate the same things in my business plan."

An additional positive aspect of the investor forum — mentioned by many of the participants — is the networking opportunity that it provides. Many of the companies have reported making crucial contacts at the forum. In fact, representatives of HIV Therapeutics, a company which made a presentation at the May 1996 forum, reported that they will be attending all of the future forums for the networking opportunity. They made some key contacts at that forum, including an "angel investor" who has invested \$100,000 and has a warrant to invest an additional \$150,000. This same investor is involved in on-going discussions for further investment as well.

Members of the California Venture Forum and Southern California Edison are extremely excited about these forum results. This is good news for our economy and good news for our communities. If the growth of small businesses as seen by forums is an indicator of the success of the small business sector, then our future does indeed look bright.

Business plans are being accepted for consideration by potential presenting companies at the next

investor forum, which is scheduled May 7 at Claremont McKenna College. The deadline for submittal is Feb. 21. For further information, or for business plan assistance, call (800) 3-EDISON [333-4766].

The California Venture Forum provides articles of interest to business owners and entrepreneurs and is a project of the California McKenna

College, local business leaders and Inland Empire Business Journal. Articles are prepared by forum members. The California Venture Forum showcases entrepreneurs and businesses in an effort to help them obtain financing. If you are interested in becoming a presenter, or if you would like more information about the California Venture Forum, contact Frits Roseweldt at (909) 988-2262.

Best-Selling Business Books

Here are the current top-10 best-selling books for business. The list is compiled from information received from retail bookstores throughout the United States.

1. "The Road Ahead," by Bill Gates (Viking/Penguin ... \$29.95) (2)* America's best-known chairman peers into the future.
2. "The Dilbert Principle," by Scott Adams (Harper-Collins ... \$20.00) (1) A devastating, though witty, view of modern business.
3. "The Motley Fool Investment Guide," by David and Tom Gardner (Simon & Schuster ... \$24.00) (4) A not-so-foolish look at investment strategy.
4. "Wall Street Money Machine," by David and Tom Gardner (Simon & Schuster ... \$24.00) (3) Using formulas to determine your approach to investing.
5. "Clicking," by Faith Popcorn (Harper-Collins ... \$26.00) (5) A technique for knowing when a business idea is right.
6. "Mean Business," by Albert J. Dunlap (Times Business ... \$25.00) ** How to save a company by gutting it and selling what's left.
7. "Leadership Secrets of the Rogue Warrior," by Richard Marcinko (Pocket Books ... \$20.00) (6) Business advice from a novelist and ex-Navy Seal.
8. "The Digital Economy," by Don Tapscott (McGraw-Hill ... \$24.95) (7) The business use of information technologies.
9. "The Future of Capitalism," by Lester C. Thurow (Morrow ... \$25.00) ** Where capitalism is going as a worldwide philosophy.
10. "Discipline of Market Leaders," by Michael Treacy & Fred Wiersema (Addison-Wesley ... \$25.00) (10) How to focus on your market and gain a major share.

(2)* — indicates a book's previous position on the list.

** — indicates a book's first appearance on the list.

BANKRUPTCIES

Masood Abbasi, Grace L. Abbasi, fdba Graceful Reflections, Such A Deal Merchandisers, 6015; Kitty Hawk Drive, Riverside; debts: \$142,745, assets: \$137,640; Chapter 7

William Clayton Albright, aka Bill Albright, 10625 Asterleaf Lane, Moreno Valley; debts: \$233,220, Assets: \$139,000; Chapter 7

Winston L. Allen, Moy Wong Allen, aka Moy K. Allen, Moy K. Wong, 33812 Breckenridge Trail, Lake Elsinore; debts: \$246,290, assets: \$110,670; Chapter 7

Reginald Glenn Almond, Kelly Len Almond, dba R. Almond Tractor Works, 9938 60th St., Riverside; debts: \$249,196, assets: \$193,850, Chapter 7

Howard B. Ashley, Joyce L. Ashley, 14599 Antilles Drive, Moreno Valley; debts: \$138,127, assets: \$203,504, Chapter 7

Toddy Jane Bach, dba in

Retrospect, 31885 Wagon Wheel, Running Springs; debts: \$96,074, assets: \$143,120, Chapter 13

John L. Baker, 1124 Sycamore Lane, San Jacinto; Juanita M. Baker, 3940 Cougar Canyon Road, Hemet; debts: \$297,182, assets: \$291,273; Chapter 7

Antonio Barajas, Teresa Barajas, dba AB Garden Service, 32402 Rancho Vista, Cathedral City; debts: \$80,161, assets: \$93,500; Chapter 13

Anthony K. Barnett, Angela R. Barnett, 37225 Jerome Lane, Murrieta; debts: \$235,241, assets: \$187,070; Chapter 7

Anthony Battles, 11685 Steeple Chase Drive, Moreno Valley; debts: \$485,500, assets: \$455,000; Chapter 13

Warren William Beem, Naomi Tanya Beem, aka Naomi Tanya Baeza, fdba Top Notch Landscaping, 1860 Mt. View Ave., Loma

Linda; debts: \$266,865; assets: \$7,775; Chapter 7
Marvin L. Bryan, Phyllis E. Bryan, 925 Crescent Drive, Palm Springs; debts: \$532,667, assets: \$260,285; Chapter 7

Joel George Campbell, Bonita Fells Campbell, aka Bonita Dortha Fells, 20679 Union St., Wildomar; debts: \$607,044, assets: \$590,568; Chapter 7

Merideth M. Catching, 29219 Bay Ave., Moreno Valley; debts: \$130,822, assets: \$208,675; Chapter 7

Frederick Bruce Chisholm, aka Fred B. Chisholm, Elaine Jean Chisholm, aka Elaine J. Chisholm, 18295 Granite Ave., Riverside; debts: \$308,026, assets: \$358,693; Chapter 7

Aloysius A. Devera, Harlika G. Devera, 12889 Barbazon Drive, Moreno Valley; debts: \$220,915, assets: \$182,700; Chapter 7

Gary Lee Evans, 25901 Deerberry Drive, Moreno Valley; debts: \$222,224, assets: \$146,630; Chapter 7

Frank Fernandes, Carol Kay Fernandes, 4247 Cedar Ave., Norco; debts: \$206,417, assets: \$141,752, Chapter 13

Cara Leona Forth, fdba Cara's Cleaning, 3356 Leroy St., San Bernardino; debts: \$46,693, assets: \$6,840; Chapter 7

John Gordon Gates, Nancy L. Gates, dba Gates Janitorial Service, 39360 Calle San Clemente, Murrieta; debts: \$148,296, assets: \$19,100; Chapter 7

Josheph Gilbert, 289 Camino Del Sur, Palm Springs; debts: \$300,874, assets: \$188,300; Chapter 7

Juan C. Guillen, Esperanza Guillen, 452 Orange Creek Road, Perris; debts: \$251,851; assets: \$164,475; Chapter 7

Bacilio Gutierrez Jr., Bonnie Kathleen Gutierrez, 12942 Velvetleaf St., Moreno Valley; debts: \$224,968, assets:

\$185,940; Chapter 7

Gula Ann Hagerty, aka Gula B. Hagerty, 15679 Golden Spur Court, Riverside; debts: \$302,483, assets: \$257,700; Chapter 7

Diane Marie Herndon, fdba Watches Just For You, 8020 Townsend Drive, Riverside; debts: \$150,795, assets: \$65,450; Chapter 7

Norman Howard Holt, aka Norman Holt, Norm Holt, N. Holt, N. H. Holt, Ethel Pauline Holt, aka Pauline Holt, Ethel Holt, E.P. Holt, E. Holt, P. Holt, dba Wallee Kennels, 1741 East Elm St., Ontario; debts: \$122,372, assets: \$55,367; Chapter 7

Amro Aly Ibrahim, Martha Jeaniene Ibrahim, 2842 Cimarron Road, Riverside; debts: \$223,817, assets: \$122,425; Chapter 7

Emma Ivany, 5730 Green Pasture Road, Riverside; debts: \$201,132, assets: \$165,425; Chapter 7

Niomi Kathleen Johnson, Theodore Edward Johnson, 331 Pike Drive, Corona; debts: \$205,139, assets: \$167,554; Chapter 7

Amir Kadury, Jo Ann Kadury, aka Jo Ann Combe, Jo Ann Kadury-Combe, fdba ECF-Electronic Findings Systems and Crystalline USA, 9178 Camphor Tree Court, Corona; debts: \$276,272, assets: \$177,200; Chapter 7

Kingston Range Enterprises, Inc., Wilde Horse Truck Stop, 30061 East Highway 58, Barstow; debts: \$232,862, assets: \$20,800; Chapter 11

Frank J. Konz, fdba FJ Engineering & Machine (sole proprietorship), 14163 Arrow Ave., Fontana; debts: \$18,021, assets: \$9,095; Chapter 7

Pamela Rae Lipper, aka Pamela Rae, dba Wild Women Art, Outdoor Art Studio, Golden West Financial, Sterling MobilCQ Home Sales, Sterling Enterprises, 44-8761/2 San

Benito Circle, Palm Desert; debts: \$637,652, assets: \$44,814; Chapter 7

Jose Gabriel Lope, Soledad Lope, 25051 Slate Creek Drive, Moreno Valley; debts: \$252,455, assets: \$187,600; Chapter 7

Greg Lubbock, Susan Lubbock, 41268 Promenade, Temecula; debts: \$361,821, assets: \$325,550; Chapter 7

David E. Lund, 23741 Homes Ave., Nuevo; debts: \$235,827, assets: \$182,200; Chapter 7

Carl L. Martin, Joelen B. Martin, dba Consultant Service Company, 19030 Shetland Road, Apple Valley; debts: \$334,400, assets: \$179,768; Chapter 7

Philip Alan Martin, fdba Phil Martin Air Conditioning, 53-754 Avenida Valasco, La Quinta; debts: \$140,185, assets: \$115,716; Chapter 7

Joe Pete Maye, aka J.P. Maye, Joe Maye, Rita May Maye, aka Rita M. Maye, Rita M. Jarvis-Maye, Rita M. Jarvis faw Manfred Kollar Enterprises Inc., dba Warehouse Services, 929 East Foothill Blvd., Upland; debts: \$105,304, assets: \$52,555; Chapter 13

Christopher Scott Metzger, Lynne Jule Metzger, 6923 El Camino Place, Riverside; debts: \$234,071, assets: \$139,475; Chapter 13

Dung Nguyen, Huong Nguyen, 2996 Pembroke Circle, Corona; debts: \$457,086, assets: \$383,450; Chapter 7

Howard Lawrence Rifkin, Patricia Ann Rifkin, dba Howard Lawrence Rifkin, Attorney at Law, 7930 Tapia St., Fontana; debts: \$571,987, assets: \$211,850; Chapter 7

Aurelio Morales Ramirez, aka Aurelio M. Ramirez, dba Ramirez Consulting Firm, Butterflies Plus Magnets by Rita, 6450 Holly Oak Drive, Alta Loma; debts, assets schedules not available; Chapter 13

COMPUTER REVIEW

When Computers Mate ...

by J. Allen Leinberger

I bought a little brother for my Macintosh Performa. It's a bouncing baby PowerBook 5300cs, with just as much RAM (random access memory) and just as much hard drive memory. I know because the paperwork in the box said so.

Now I have to teach them to talk to each other. Computer nerds call this "networking." You do not plug them together — you "network." I don't care what they call it, just so I can take my work home with me. (Homework ... the curse of the working class.)

It would be easy to say that I could put my paperwork on a floppy disk. (They are *not* floppy — they are 3 1/2 inches of hard plastic.) Floppies, unfortunately only hold about 1 1/2 megabytes of memory. I think Apollo 11 landed on the moon with about that much. Most word-crunching programs take up 5 to 10 Meg. (If your sister is named Meg, I apologize.)

OK, so the little plastic thing won't hold the program you need to put into the laptop. It can't be too hard to work — I saw Jeff Goldblum save the world in "Independence Day" with the same 5300.

A call to the Apple service line saves the day. All I have to do is take a printer cable and plug the computers together. The publisher of *Inland Empire Business Journal* doesn't use his computer, so I "borrow" his cable, which is correctly referred to as a "networking device." (I could buy one for \$6.95.)

Two clicks later and I'm downloading the stuff from the big computer to the little one. The man from Apple says to be sure to tell all of my IBM friends how easy my download was.

Then I found out that the little laptop is very sensitive and takes up most of that 8 Meg of RAM, just to run a single word processing program. So I turned to Connectix, which makes the "RAM Doubler." Except that they now have "RAM Doubler 2" which is actually a RAM tripler. And best of all, it's got an adjustable sizing so I can go from 8 to 16 to 24 Meg, depending on what I need.

What I have learned in the process, however, is that even with RAM Doubler 2, it is wise to turn off any programs I am not using. It confuses the little machine.

The single cable downlink idea was great for the first, biggest download, but for everyday linking I find I need something else. The answer is actually inside the laptop. You may have discovered that most new computers come with great animated commercials for extras and peripherals. In my PowerBook laptop there is a commercial for the Farallon Infrared AirDock. It plugs into the back of the big Performa and creates an infrared (IR) link to the back of the PowerBook. The technology is great and the effect is fascinating, but you have to unplug the printer and the modem from the desktop and then retrain them when you're done.

My brother Charles believes in the abilities of the Apple external hard drive. But David Pogue, who wrote "Mac for Dummies," told me to go with the Zip Drive by Omega instead. Zip Drives, Jaz Drives and the others hold megabytes, even gigabytes, on a single disk — a disk much like the little plastic floppy, but much more powerful, and much more expensive.

Many people who move around each day, such as office temps and traveling salesmen, keep entire word processing programs, specialty software and even games on a Zip disk and take them from office to office. The Zip connects to an outlet on the back of the Performa called the small computer system interface, or the SCSI (pronounced "scuzzy") port.

Here's where it gets good. The back of the Zip device has two scuzzy ports, like an input and an output. Another scuzzy cable and a special plug adapter allow me to hook the laptop up with just one wire — well, actually two wires, because an extra power supply is plugged in behind my desk with the rest of the wiring. So, when I come in the

morning, I can set the laptop down on the desk, plug in the power cord and the scuzzy plug and I suddenly have a "network." Stuff I worked on the night before can be put into the desktop Performa, and stuff in the big computer can be downloaded and then come home with me that night.

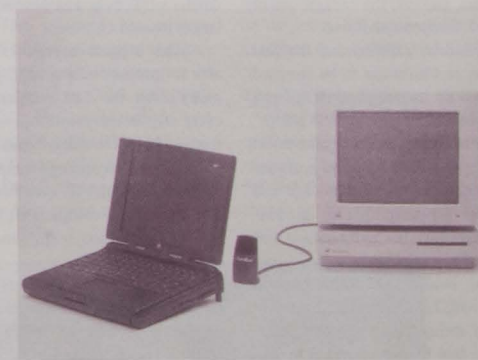
A lot of what I write can be transferred on those little plastic floppy disks I mentioned. I am typing this article for you at home, but I will take just the disk with me in the morning to run the documents through the spell check and make style corrections. For that, I only need a shirt pocket.

Of course there are other, fancier computer connections: office networks, Internet and Intranet hookups, and more. Things like that require, at worst, a technician and, at best, a weekend alone with the technical manual.

Computers are, in the end, only tools. A master sergeant I used to work for back in the Air Force always said, "Use the right tool for the right job." Do not believe what Jeff Goldblum did to the aliens. Forget Sandra Bullock in "The Net." Forget Tom Cruise in "Mission Impossible." They would all have you believe that your laptop is a great and magical machine. It will let you catch up with correspondence on the plane, or redo proposals over lunch, but they are not a replacement for the desktop computer.

I have found that "After Dark" screen savers take up space on the laptop but just don't look as good as they do on the desk. And complicated games don't do well in the PowerBook either. Something simple like "Solitaire" might be OK, but multi-megabyte CD-ROM games are better left to the big machine on your desk.

By the way, that Zip drive serves several purposes. It not only allows me to link the two computers, it lets me clean up a lot of stuff that has built up in the desktop. After transferring a bunch of dusty icons, unused fonts and programs that I never use — whose back-ups have wandered off — I was able to



A Macintosh desktop computer, left, networked to the company's portable PowerBook via the Farallon Infrared AirDock, center.

clear up over 100 Meg of unsightly storage space on my main computer.

The Farallon people tell me it is possible, with other networking devices that they make, to tie my laptop at home through the phone line to my office computer, even if it's turned off. It can even link me by fax or hook me up to America Online and the World Wide Web.

Tying my computers together makes me more productive. It lets me get things done on nights and weekends when I couldn't get it done in the office. But remember, once you've established your mini-network, if you find yourself working on your fifth revision at 2 a.m., shut everything down, pull out a good book — I recommend Tom Clancy — and read yourself to sleep.

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Molina Medical to Serve Riverside, San Bernardino

Last month, the Department of Health Services (DHS) gave Molina Medical the green light to begin enrolling patients as of March 1.

The announcement came after a long and often complicated battle between Molina and the DHS which erupted as the state began placing the two counties' Medi-Cal clients into health maintenance organizations (HMOs) and seemingly favored the county-managed Inland Empire Health Plan (IEHP) with an early start date.

Under the state's general plan, Medi-Cal recipients are required to be given a choice between a local initiative or a private plan.

Those who forget or neglect to choose are assigned an HMO by default.

With Molina unable to enroll Medi-Cal clients, IEHP netted the

lion's share of enrollees. Despite IEHP's headstart, Molina executives are confident their delay will not affect services.

"We're anxious to begin providing the kind of innovative, quality health care we've become known for," said John Molina, vice president of Molina Medical. "The Medi-Cal recipients in Riverside and San Bernardino counties deserve a health care provider who's attuned to their needs."

In November 1995, the state selected Molina Medical over better known rivals such as Blue Cross and a consortium that included Cigna, FHP and Kaiser to provide care for more than 400,000 Medi-Cal recipients in the two counties. The two contracts are potentially worth more than \$2 billion.

"We've been serving the state's

Medi-Cal population for more than 10 years," said Molina. "We're obviously very pleased the state recognizes our expertise."

Molina has a history of favorable ratings from DHS and recently scored straight A's in a DHS audit, achieving "Substantial Compliance," which is the highest possible rating.

Results of the audit, including comparisons to competing health care providers, will be available within a few weeks.

Molina Medical currently serves more than 100,000 enrollees in nine counties and has assembled one of the largest networks of physicians,

hospitals and ancillary providers in California devoted to serving the needs of the Medi-Cal population. The company has contracted with more than 7,000 physicians and 70 hospitals throughout the state.

Based in Long Beach, Molina Medical was founded in 1980 with the operation of a single practice. The company held a Primary Care Case Management (PCCM) contract with the DHS from 1985 through 1994, when it became the first such contractor to be granted an HMO license by the Department of Corporations.

—BusinessWire

INLAND EMPIRE PEOPLE

'Five Star Catering' Says It All

Entering the hospitality industry with a family heritage of chefs and hoteliers behind him, owner and Executive Chef Tal Shoshan finds it natural to direct the operations of his three-branch, Beverly Hills-based catering company and to find time working with chefs of international caliber.

"Our name says it all," is Five Star Catering's simple motto, and



Tal Shoshan

Shoshan is a stickler for quality food preparation and presentation. A native of Israel who learned his skills beginning at the age of 14 at Tamdor International Culinary School, he worked at the Four Seasons Hotel and Resort in Tel Aviv, studied French classic cuisine at Le Cordon Bleu in France and more recently served for six years as executive chef at Bel Aire Catering in Los Angeles.

Shoshan said his teachers instilled the philosophy: "You're an artist, not just a cook." Then, "Have fun with it — create new things."

"I really chose the U.S. as a place to stay for a long time because it is a great melting pot," Shoshan said. "When I got involved, I felt like this is the place to build my future — all the way." His parents and immediate family joined him in Southern California, are involved in his business as consultants and travel frequently to Israel.

Shoshan is also the vice president of Team California and the executive director of its Inland Empire region. That select team of culinary arts professionals trains for feeding throngs of disaster relief workers, and competes annually in the International Culinary Olympics. The chef said the competitive team's results in Berlin, Germany last September were notable.

"We won a lot of medals," he said. "We have done very well in all the major categories," winning golds in the main course hot food, dessert and cold food display categories.

Five Star Catering, with branch offices in Rancho Cucamonga and Newport Beach, is geared to serve the best in international cuisine for parties of two to 20,000, and may be contacted by calling (800) 5-STAR-18 [578-2718]. Tal Shoshan's Inland Empire office may be reached directly by calling (909) 944-5300.

Oahu Update:

Native Divers, Precious Wildlife and Sunset Lounges

by Camille Bounds

Oahu is Hawaii's most populated and most visited island. It is also the most diverse. The island has varied offerings that make it part laid-back paradise and part cosmopolitan metropolis — from spectacular landscapes to modern theme parks, from quiet rural towns to bustling beaches, and from remote wilderness to big city arts and entertainment. You just have to know where to look.



The USS Arizona Memorial at Pearl Harbor, Honolulu, Hawaii.

Everything that the other islands have is in Oahu. The sophistication of Maui, the beauty of Kauai and, if you go the other side of the island, the delightful small town atmosphere of Molokai. Oahu has a little bit of everything at a better price and it gets better every year. Oahu is called the "Gathering Place" and if you spend any time here, you will know why.

There is an abundance of things to do and see other than the usual sun bathing and snorkeling that is associated with the islands. If you want to get up and go, there are some of the best attractions, dining and entertainment on the islands right on Oahu. You need go no further.

So save yourself some money and get ready for the time of your life, come with me on a little tour of just a few places on this glorious island.

Polynesian Cultural Center

Don't leave Hawaii without seeing the Polynesian Cultural Center. More than 1 million people visit this attraction annually. About an hour from Waikiki by car or bus, it is well worth the ride. Visit and participate with the traditional villages of Tahiti, Fiji, Tonga, New Zealand, Samoa,

the Marquesas and Hawaii, gathered in this 42-acre open-air center. Include a dramatic IMAX Polynesia Theater, a luau or a spectacular Polynesian review and you will have an experience you won't soon forget.

For information and reservations, call (800) 367-7060.

quiet rural towns to bustling beaches, and from remote wilderness to big city arts and entertainment. You just have to know where to look.

The USS Arizona Memorial pays tribute to the fallen sailors and marines of the stricken World War II battleship. This is the final resting place for many of the ship's 1,177 crewmen who lost their lives Dec. 7, 1941. The 184-foot long memorial structure spans the mid-portion of the sunken ship.

According to its architect, Alfred Preis, the design of the memorial has the structure sagging in the center, but it stands strong and vigorous at the ends and expresses initial defeat and ultimate victory. The overall effect is one of serenity.

One may view a documentary on World War II and the history of the Pearl Harbor saga. Actual voices from the radio broadcasts are heard and the stark reality of what happened that terrible day is made very clear.

This does not seem a sad place but one of reflection and finality. Bring a lei to throw into the water there, it will make you feel good.

Navy shuttle boats leave for the memorial every 15 minutes. Admission is free, and no reservations are required. For information and brochures, call (808) 422-0561.

The USS Bowfin Submarine Museum and Park offers tours of this

famous World War II submarine. Go below deck aboard this National Historic Landmark and learn about an intriguing adventure into submarine history. She was launched Dec. 7, 1942 and was nicknamed the "Pearl Harbor Avenger." The "USS Bowfin" sank 44 enemy ships during the course of her nine extraordinary war patrols.

Combine this with your visit to the Arizona; they are next to each other at Pearl Harbor. For information and brochures, call (808) 423-1341.

The 65-foot-long, 80-ton Atlantis submarine takes you on an exciting journey 17 fathoms undersea where Hawaii's rich ocean life flourishes. Colorful reef fish peer at the individual giant portholes giving passengers a clear view of these fascinating creatures. For reservations and information, call (808) 973-9811.

Native attire and accessories

Hilo Hattie is the largest manufacturer of Hawaiian wear in the world. The company has a huge selection of Hawaiian gifts and souvenirs on the island. For free pick up from your hotel in Oahu, call (808) 537-2926. For information and brochures, call (808) 423-1341.

Don't miss the Maui Divers' Jewelry Design Center. Here you can discover deep ocean treasures in an



Zebras on the Savanna at the Honolulu Zoo.

unforgettable tour and movie presentation. Maui Divers of Hawaii is the largest precious coral jewelry manufacturer in the world. Enter the workshop and watch craftsmen design exquisitely jeweled creations. This is a unique experience.

Free pick up at selected hotels

is available. For information and brochures, write 1520 Liona St., Honolulu, Hawaii, or call (808) 949-6729.

Waikiki wanderings

The Waikiki Trolley takes you on a 2-hour narrated city tour, or you can get off at any of the historic stops and reboard the next trolley at your leisure, all on a one-day pass. Multi-day passes are available. This is a wonderful, relaxed way to see this beautiful paradise. For information while in Honolulu, call (808) 596-2199.

The Society of Seven has been holding court at the Outrigger Waikiki on Kalakaua Avenue over two decades. Talent and laughs abound in this 90-minute fun-filled show. Members sing, dance and make fun of everything, but best of all, they make you laugh. If the kids are with you, get a baby-sitter for the evening — they are available at most hotels, and go out and enjoy a night on the town. For reservations while in Honolulu call (808) 922-6408.

The Honolulu Zoo

This is the most delightful spot in Honolulu — especially if you like animals. The Savanna area is where the inhabitants roam free — no cages, no barriers. Animals are in their natural habitat and you are the visitor.

Viewing the collection of tropical birds and animals

gathered from all corners of the world makes for a fascinating afternoon. Get up close and personal with a couple of friendly elephants who reside in this relaxed Hawaiian atmosphere.

continued on Page 72

INLAND EMPIRE PEOPLE

Techno Sleuths Are on the Case

Computer technology propelled ABI/VIP Inc., the company 47-year-old Alice Bengé started on her kitchen table in Redlands 15 years ago, to sales of more than \$5 million last year, and into the background of the O.J. Simpson civil trial.

A former marshal and the first woman in California to be licensed as a private investigator, Bengé is a legal researcher and "techno sleuth" whose company combines the latest in computer hardware and software to perform information storage and retrieval for corporations, government agencies, law enforcement and courtroom participants.

She is also licensed to provide continuing legal education on information technology and gives seminars on how to use computers to create paperless offices and paperless trial presentations.

Bengé employs 95 workers at her Redlands corporate office and is planning on expanding her business with branch offices in the City of Commerce and Irvine. Her son, Jason, serves as research and development manager. Much of their work involves the input, storage and retrieval of documents for clients ranging from developers and homeowners associations to the San Bernardino County Treasurer-Tax Collector's Office and even trial

attorneys.

In December, ABI/VIP provided services to John Kelly, lead attorney for the Nicole Brown family during the O.J. Simpson civil trial over the deaths of Brown and her acquaintance, Ronald Goldman.

"The biggest benefit is being able to instantly access all the testimony from the first criminal trial every day in the courtroom while a witness is on the stand," said Kelly. "With some technology help from experts like ABI/VIP, even boutique law firms can compete with O.J. Simpson's 'dream team' and win complex litigation."

Bengé employs students from local colleges and universities and displaced technology workers to perform computer coding functions, although labor costs are higher than in Southeast Asia. "In the interests of security," she added: "I believe in America, and that's why I have built my company in California, where I was born."



Alice Bengé, left, and Jason Bengé

Vincent James Limongelli

Gary Brooker

The Loneliness of the Long Distance Telecommuter

"The Telecommuter's Advisor: Working in the Fast Lane," by June Langhoff; Aegis Publishing Group Ltd., Newport, R.I.; 1996; 240 pages; \$14.95.

Telecommuting is more than a hot topic these days. It's boiling. Telecommuting has been a fact of life among the largest corporations for the past few years or more. More recently, mid-sized companies have discovered its cost and productivity advantages. Small firms virtually pioneered the concept when larger organizations began downsizing during the early 1980s.

Several excellent books about telecommuting have been released since 1989, although few are as packed with solid advice as "The Telecommuter's Advisor." It's brief on theory but long on tips and hints that are clearly based on the author's personal experience as well as the experience of other telecommuters. These tips include everything from where in your home to locate your "home office" — behind a closed door is best, though not in a shared

bedroom — to troubleshooting your computer problems.

One of the most fascinating portions of the book is the chapter entitled, "Staying Productive." Langhoff directly addresses personal concerns which are most often raised about telecommuting. Here are just a few samples:

"Kids ... don't for a minute consider combining telecommuting with caring for your children. You can't.

"It's impossible to divide your attention between your children and your work. Both will suffer. You'll need to set up some work rules for your children, or you'll go nuts.

"Elders ... many people successfully combine telecommuting with eldercare. If your live-in parent is bedridden, you'll need in-home help. You might look into an adult day activity program. Otherwise, you can use the same rules you use for your kids. Good luck enforcing them, however."

One concern of prospective telecommuters is that they will become "invisible" to their boss, with the possibility of jeopardizing

their careers. The author addresses this issue head-on.

"Many telecommuters fear that they'll be overlooked for promotions and other perks, once they're out of sight. Though studies show that telecommuters actually get promoted more often than their in-office counterparts, the fear remains. The best way to conquer fear is to take charge."

Among the suggestions Langhoff offers are weekly reports to the boss using the following headings:

"This week's accomplishments. Shows weekly results; helps [you] keep on target.

"Next week's activities. Helps plan out the next week.

"Let's talk about. Opens a dialog on concerns that don't fit the other categories.

"For your information. A method for communicating problems, vacation plans, doctor's appointments, and so on."

The subsequent chapter — dealing with working while on the road — is so detailed and clear that it

may, by itself, be worth the cost of buying the book.

"The Telecommuter's Advisor" is well conceived and well written. It answers most of the questions you may have about telecommuting, as well as some you never considered. The book even offers the names, addresses and phone numbers of companies which can provide you with the upgrades you need to meet your individual telecommuting requirements.

The only flaw isn't the book's problem, but the technology's. Despite the growth of telecommuting, there are still sections of the United States where the desire to use the capability hasn't quite caught up to the availability of the communications technology.

It's coming, though, faster than most people think. That's why reading "The Telecommuter's Advisor" is a good way to get ahead of the new era of workplaces that are physically mobile and remote from their companies.

—Henry Holtzman

Native divers ...

continued from Page 71

An additional treat can be found along the Honolulu Zoo fence on Monsarrat Avenue Saturdays and Sundays from 10 a.m. to 4 p.m. More than 100 local artists display their paintings and crafts. This outdoor art mart offers beautiful, unusual and inexpensive wares.

For information and brochures, write Honolulu Zoo, 151 Kapahula Ave., Honolulu, Hawaii 96815.

Do lunch, go shopping

Definitely go to lunch at the Sunset Lanai at the New Otani Hotel. The natives know about this delightful spot. There is a great view of the ocean from its lanai dining area. The menu is unique, prices are right and the service great. Trust me, this is a winner at 2863 Kalakaua

Ave., Honolulu.

The Ala Moana Center is the largest shopping mall in the state, just across from Ala Moana Park. Surrounded by gardens, pools, fountains and sculptures, 155 stores satisfy the most ardent shopper.

The food court offers good selections from the Pacific Rim and well stocked bars that cover the spectrum of anything you might want to drink. Not much atmosphere, but the price is right.

Check with your travel consultant for the best flights to Oahu. Some of the charter companies are making offers you can't refuse. Aloha.

Camille Bounds is the travel editor for the western division of Sunrise Publications and for Inland Empire Business Journal.

Impacts of the California Minimum Wage Law

Association advisors recommend the development of strategies to forestall wage issue problems.

by Barbara Lee Crouch

In August, the U.S. Congress passed, and the President signed, legislation to raise the federal minimum wage. The California Industrial Welfare Commission (IWC) met in public session Aug. 23 and adopted the federal minimum wage rate as it is required to do by California Labor Code Section 1182(b).

A California ballot initiative, Proposition 210, was approved by the voters in the November election. This will now raise the California minimum wage above the federal minimum wage. Combining the two minimum wage increases together means the minimum wage rate in California will rise as follows:

Oct. 1, 1996	\$4.75/hour (federal/state)
March 1, 1997	\$5.00/hour (state)
Sept. 1, 1997	\$5.15/hour (federal/state)
March 1, 1998	\$5.75/hour (state)

When the state minimum wage increases to \$5 in March, the federal minimum wage will remain at \$4.75 per hour. California employers will have to pay the higher state minimum wage at that time.

When the federal minimum wage increases next September, California will increase the state minimum wage to match, as it did for the October 1996 increase; California employers will have to pay the higher federal and state minimum wage rate then.

Finally, when the state minimum wage rate increases to \$5.75 in March 1998, California employers will be paying 60 cents more than the nationwide federal minimum wage rate.

The most significant impact of these increases will be in the employment issues tied to either the federal or state minimum wage

rates. Issues relating to the California minimum wage rate differ slightly from the federal minimum wage. Employers should review their policies in the following areas:

Federal Minimum Wage

Garnishments: Wages subject to garnishment under the federal Consumer Credit Protection Act are generally exempted from garnishment unless they exceed 30 times the federal hourly minimum wage per week. When the federal minimum wage reaches \$5.15 per hour, it will increase the protected amount of wages for employee garnishments to at least \$154.50 per week.

Computer occupations: Certain highly skilled computer occupations which are paid on an hourly basis are exempted from the payment of overtime rates only if their compensation is equivalent to, or greater than, \$27.63 per hour. Even though the federal minimum wage increased, an employer can continue to use \$27.63 per hour as a guideline minimum for exemptions under the federal law. California has no similar rule.

Opportunity wage: An "opportunity wage" allows employers to hire new employees who are less than 20 years of age and pay them at \$4.25 per hour for the first 90 consecutive days of employment. This wage is subject to compliance with California wage orders. See "Learners and minors" below.

California Minimum Wage

Tools and equipment: Employers may have to provide tools and equipment under certain conditions to lower-paid employees as described in the IWC Orders. These conditions change if an employer pays an employee more than twice the state minimum wage. When the California minimum wage increases to \$5.75 in March 1998, the employer will have to pay \$11.50 per hour to eliminate obliga-

tions under that provision of the IWC Orders.

Uniforms: The IWC Orders also have a requirement for an employer to pay a maintenance allowance to employees, based on one hour at the minimum wage, if employees must wear washable uniforms and are responsible for their upkeep.

Split shift: Employees who are paid minimum wage and required to work on a split shift must be paid one hour at minimum wage in addition to their regular pay, unless the employee resides at the place of employment.

Commissioned sales persons: Only two IWC Orders define the amount of minimum remuneration an inside commissioned sales person must make to be exempt from daily overtime: 1 1/2 times the minimum wage, provided the employee earns half his income in commissions. When the new state minimum wage goes up to \$5.75 per hour, the exemption rate will become \$8.63 per hour. The federal law only allows this exemption for retail or service workers and has no minimum wage restriction.

Collective bargaining: California employers with collective bargaining agreements are exempt from the IWC Orders' daily overtime requirements if they pay at least \$1.00 per hour more than the minimum wage. When the new state minimum wage rate of \$5.75 per hour goes into effect, the collective bargaining rate will become \$6.75 per hour.

Learners and minors: California already permits employers to pay a learner's wage under certain conditions:

"Learners" are those workers in occupations in which they have no previous or similar experience, and

who are 18 or 19 years old. They may be paid \$4.25 per hour during their first 160 hours of employment, as long as those 160 hours fall in the first 90 consecutive calendar days of employment.

"Minors" are workers under the age of 18. They may be paid \$4.25 per hour during their first 90 days of employment, as long as no more than 25 percent of the total persons regularly employed by the organization are paid at that rate — except during school vacations. Additionally, if the employer has fewer than 10 workers, three of the workers could be minors and may be paid at this new sub-minimum rate.

Tip credit: California does not allow tip credit for employees who have the ability to receive tips as part of their remuneration. Even though the federal law allows it, employers in California cannot use the tip credit toward satisfying the minimum wage.

Employers with workers at wage rates near the minimum wage should consider strategies to adjust wage increases accordingly, as the minimum wage rate changes. This is in order to avoid salary administration or employee relations problems over wages.

Barbara Crouch is the Riverside and San Bernardino counties regional manager for The Employers Group, formerly Merchants & Manufacturers Association. The 100-year-old, not-for-profit company is one of the largest employer representatives for human resources management issues in the nation. The group serves 5,000 member firms which employ approximately 2.5 million workers. Crouch may be contacted by calling (909) 784-9430.

Cabazon Band to Self-govern

After months of negotiations, the Cabazon Band of Mission Indians will become the first self-governing tribe in Southern California effective Jan. 1. Native American tribes regain political autonomy through self-governance initiatives and the Cabazons are the fifth California Indian tribe to achieve this status. The tribe owns and operates Fantasy Springs Casino in Palm Springs.

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Inland Empire Restaurant Review

Room Service Is Fit for a President at the Ontario Airport Marriott Hotel

by Joe Lyons

Room service is my beat. To a traveling salesman, it means a dry club sandwich. To young lovers, it's Eggs Benedict and Mimosa — but not too early! To me, it's just a job; room service is all in a day's work.

Last time it was a romantic getaway in Riverside — today it's the Ontario Airport Marriott Hotel. Designed as a business hotel, it has a complete audio-video conference center, the area's longest running sports bar and name-brand pizza.

I check into the three-room Presidential Suite, courtesy of General Manager Jeff Brown, who is also the head of the Ontario Convention and Visitor Bureau. He assures me that the "President" is out of town, so it's OK to stay.

The suite has a large office, or kitchen or party room — depending on your needs. The central living room features a TV with Nintendo adapter, a fireplace and the warm feel of wallpaper. The kingsized bedroom has a large bathroom attached, with a stand-up shower and a jacuzzi tub.

I start with beer and appetizers to go with the game on ESPN. They are out of the first two beers I ask for, so I take the Samuel Adams Boston Lager (\$3). For game nibbles it's Calamari rings (do squids come in circles?) and Mozzarella Marinara, deep fried in patties, not sticks. Very tasty (\$4.75 each).

Dinner is served at a real dinner table, not the little card table smaller rooms come with. The Caesar salad (\$3.25) is not prepared table-side, but it's very nice — except that mine includes the core of the lettuce head. The Cobb salad (\$8.25) is not ground up — like the Brown Derby designed it to be — and it actually has field greens like a garden salad. Oh, well.

There are two entrées. I always order my prime rib (\$17.95) done medium so I expect it to be a little on the dry side, but it's thick and deli-

cious. Unfortunately the horsy sauce is really salty. The baked potato is better than a lot that I've had in downstairs restaurants at other hotels. The charbroiled filet mignon (\$19.95) comes right apart. It's as soft as a marshmallow and comes with Bernaise sauce.

Wine with this feast is Antinori Chianti Classico Riserva 1993 (\$22). There couldn't be a better choice to go with the meat.

Dessert is carrot cake and Double Devil, which is the Marriott's version of brownie in ice cream with hot fudge (\$4.25 each). Of course, anything with hot fudge that's not served for breakfast is great. The carrot cake is a bit dry, but I ordered it for the outstanding

cream cheese frosting anyway.

The last of the chianti comes with me to the bathtub with the water jets. My blood is warmed and thinned at the same time. Could anybody be more relaxed? This suite may be for CEOs on expense accounts or for big hospitality parties, but it has provided me with a place bigger than most apartments and a better meal than the cheese and cracker party tray which I'm

sure has been here before me.

Don't let the business atmosphere of the Ontario Airport Marriott Hotel fool you. Room service in the Presidential Suite can be as pleasant and relaxing as any place you may have imagined.

One thing: *do not* pour the complimentary shampoo into the jacuzzi! You'll be cleaning suds out until breakfast comes knocking at the door.



Wine Selection & Best Values

by Bill Anthony

California Wines

Alderbrook Vineyards		(Chateau Souverain - continued)	
Pinot Noir 1994	\$16.00	Chardonnay 1994	\$16.00
Russian River Valley		Carneros, Napa Valley	
Gewurztraminer 1995	\$9.00	Pinot Noir 1994	\$16.00
Russian River Valley		Russian River Valley	
Gewurztraminer 1995	\$18.00		
(375ml) Russian River Valley		Gundlach-Bundschu Winery	
Syrac 1994	\$16.00	Chardonnay 1994	\$11.95
Russian River Valley		Sonoma Valley, Rhinefarm	
Sauvignon Blanc 1994	\$8.50	Vineyards	
Dry Creek Valley		Merlot 1993	\$18.00
Zinfandel 1994	\$16.00	Sonoma Valley, Rhinefarm	
Sonoma County		Vineyards	
		Cabernet Sauvignon 1993	\$16.00
Atlas Peak Vineyards		Sonoma Valley, Rhinefarm	
Chardonnay 1994	\$16.00	Vineyards	
Atlas Peak, Napa Valley		Chardonnay 1994	\$15.00
Cabernet Sauvignon 1992	\$18.00	Sonoma Valley, Sangiacomo	
Atlas Peak, Napa Valley		Ranch	
Sangiovese 1993	\$16.00		
Atlas Peak, Napa Valley		Jekel Vineyards	
Sangiovese 1993	\$24.00	Chardonnay 1994	\$9.95
Atlas Peak, Napa Valley		Arroyo Seco, Gravelstone Estate	
		Cabernet Sauvignon 1993	\$14.95
Chateau Souverain		Arroyo Seco, Sanctuary Estate	
Cabernet Sauvignon 1992	\$20.00	Malbec 1992	\$29.95
Alexander Valley		Arroyo Seco, Sanctuary Estate	
Chardonnay 1994	\$12.00	Cabernet Franc 1992	\$14.95
Sonoma County		Arroyo Seco, Sanctuary Estate	
Merlot 1993	\$13.00	Petit Verdot 1992	\$29.95
Alexander Valley		Arroyo Seco, Sanctuary Estate	
Zinfandel 1993	\$9.50	Pinot Noir 1993	\$14.95
Dry Creek Valley		Arroyo Seco, Gravelstone Estate	

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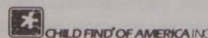
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16 identities
and 21 homes.
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Hoist Two Glasses — to Your Health

MEAD ON WINE

by Jerry D. Mead

Hooray for CBS

CBS News, it may be determined in years to come, may be responsible for saving or extending thousands of lives. This due to "60 Minutes" being the only mainstream medium to broadcast the politically incorrect information that alcohol — and wine in particular — is good for us in moderation.

"60 Minutes" first did a story on the so-called "French Paradox" back in 1991. This is the scientific study which shows that the French, while eating more fat, smoking more and exercising less, still have 40 percent less heart disease than Americans. The major identifiable factor between them and us is that the French drink a lot more than we do — and usually red wine.

Assuming the study is true — and many additional studies support it — the fact that "60 Minutes" was responsible for a 43 percent overall increase in red wine consumption during the year that followed has to account for a considerable American health benefit.

CBS returned to the subject on Nov. 5, 1995, revisiting the French and American doctors involved in the original report, and adding information about the very dramatic "Copenhagen Heart Study" which examined more than 13,000 adults between the ages of 30 and 79. This study was beverage specific; it backed up the French Paradox that moderate wine consumption reduced heart disease and also found that it lowered mortality rates from all causes.

More dramatic results showed that non-drinkers and moderate beer drinkers had about the same mortality rate. Moderate spirits drinkers had a much higher mortality rate. Wine drinkers — and the study did not differentiate between white and red wine drinkers — had the lowest mortality of all and started showing benefit at the one- or two-glasses-a-day level.

The very best results? The absolute lowest mortality rate from all causes, including heart disease, the number one killer of Americans: Wine drinkers who consume 3 to 5 glasses per day.

Obviously, heavy or abusive drinkers — above five servings per day — have worse statistics than even the non-drinkers.

For those who think five glasses of wine a day sounds like a lot, I simply say: "Hey, two glasses for lunch, two at dinner and that only leaves one for breakfast!"

Or how about: one at lunch; a glass of Champagne or white wine for aperitif before dinner or at cocktail time; a couple of glasses of red with the main course; and then either a glass of dessert wine or a spot of Port before retiring. You'll never be intoxicated and you'll do your heart and the rest of you a favor, if all the latest science holds true.

If you missed the "60 Minutes" episode, you can wait for reruns or call (800) 848-3256 for a video. Ask for "Segment B — To Your Health," and have your credit card handy. The cost is \$29.95 plus \$4 postage. Or for a transcript, call Burrell's Transcripts at (800) 777-8398 and refer to the show and date. Burrell's charges \$6 and accepts VISA and MasterCard.

A taste of BV

That venerable Napa Valley winery, Beaulieu Vineyards, is best known for its Cabernet Sauvignons, especially its "Georges de Latour Private Reserve" and "Rutherford" selections. BVPR, as it's frequently referred to in collector circles, is one of the most collectible of California's red wines and for many years was the price champion.

BV makes a whole series of Napa wines, including Chardonnay, Pinot Noir and Sauvignon Blanc — and they're all good wines, every one of them.

But BV also makes a somewhat more reasonably priced line called "Beautour," which I recently tasted

for the first time in several years. I was duly impressed.

BV "Beautour" 1994 Sauvignon Blanc (\$7). Really attractive from aroma to aftertaste. Classic grapefruit and grass — crisp and really dry with an underlying citrus quality. A really great oyster wine; bring on the Belons! It will also go nicely with white-meated swim-fish, simply grilled or broiled with a little squeeze of lemon. It's a "best buy." Rating: 88/92.

BV "Beautour" Chardonnay (\$9). This wine is made from Napa fruit and has spicy oak notes on a ripe, almost candied, pineapple base. Very drinkable and delicious. This one will work with sauced fishes or all by itself as a cocktail substitute. Good value. Rating: 86/89.

BV "Beautour" 1994 Pinot Noir (\$9). An OK wine, but my least favorite in the line. It's a pleasant lightweight. Cherry-berry, Beaujolais style. It's a good wine for red wine beginners and will go with ham and turkey. Rating: 83/85.

Wines are rated using a unique 100-point scoring system. The first number rates quality; the second number rates value.

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REAL ESTATE FOCUS

Education Projects Spur Firm's Growth

An Ontario-based architecture, planning and interior design firm boasts of \$192 million in estimated construction billings, thanks mostly to six high school projects under

development throughout the state.

Executive Vice President James Gilliam, AIA, principal partner in charge of HMC's school division, said California's population growth

is based on suburban expansion. "While the population trend has been under way since the 1950s, what we're seeing today is a part of the continuing growth process as the suburban areas themselves mature and require additional school facilities."

HMC's high school projects are located in Riverside, San Bernardino, Fontana, Apple Valley, Victorville and Oakley, which are keeping HMC busy along with the award-winning Congressman Jerry Lewis Elementary School, a 55,000-square-foot facility under construction at Fort Irwin, north of Barstow. The firm maintains branch offices in Sacramento, San Diego, San Jose and Reno, Nev.

Industry Television Network Expands Service

Full network programming by Ontario-based Real Estate Television Network began last month, and is expected to expand from 15 hours of daily programming to 24 hours per day this month.

The three-year-old industry television network, a recent acquisition of Ontario-based AmeriNet Financial Systems Inc., brings leading instructors, educators, motivators and news programming directly into real estate offices via satellite. Real estate companies pay a monthly subscription fee to receive the service.

"We can now broadcast proprietary programming for large real estate companies, franchise organizations and other real estate service providers in addition to RETN programming," said Michael English, the organization's president.

"We will also be producing and broadcasting real estate-related consumer programming in the first quarter of 1997.

"This will enable real estate agents the opportunity to build relationships with buyers and sellers by inviting them into their offices to view these programs. Thus, RETN becomes a prospecting tool as well as a training, education, recruiting and industry news vehicle."

AmeriNet combines a proprietary computer loan origination sys-

tem combined with videoconferencing capability to facilitate personal contact at the point of sale, which the company describes as helping real estate brokers improve sales while providing an easier transaction process for clients.

Stroud Joins Lee & Associates

Veteran commercial real estate broker Thomas Stroud joined the Ontario office of Lee & Associates Commercial Real Estate Services as a senior vice president and member of the firm's board of directors. He most recently was the top industrial investment broker at Sperry Van Ness.

Stroud is a Certified Commercial Investment Member and holds a Society of Office and Industrial Realtors designation. He turned to real estate in 1977 after working 14 years as a certified public accountant.

Hidden Valley Golf Course to Open

Hidden Valley Golf Club is a 6,800-yard, par 72 course scheduled to open to the public for play by March. Located at 10 Clubhouse Drive in Norco and built amid natural canyons of the area east of I-15 near state route 91, the course features a 567-yard hole 15 which drops 220 feet from tee to green.

Designed by Casey O'Callahan, Hidden Valley Golf Club was developed on a parcel of greater than 900 acres by Riverside landowners Chuck Cox and John West, along with three other limited partners. The approvals process took more than five years, but \$12 million worth of improvements were completed during 1996.

The facility is managed by Kemper Sports Management and green fees are expected to be in the \$55 to \$75 range, including golf cart rental. For information, call (909) 737-1010.

Transactions in brief

Sperry Van Ness, Ontario. More than \$9 million in retail property

Industrial Market Burgeons in Inland Empire

The abundance of available and affordable land, labor and housing, combined with improving transportation networks linking the Inland Empire to the rest of California, helps make the Inland Empire one of the few suburban markets in Southern California which can still effectively and competitively accommodate large-scale industrial requirements.

Infrastructure improvements in the Inland Empire include: a new passenger terminal at Ontario International Airport; a new intermodal rail yard planned for the merging Union Pacific-Southern Pacific Railroad; existing work expanding Route 91 to Orange County and Route 71 from Los Angeles through San Bernardino to Riverside County; and the anticipated work on Route 30 from the city of San Bernardino to Los Angeles County.

The Inland Empire's industrial market was characterized by the following trends during 1996:

- A significant increase in build-to-suit activity;
- Rising availability rates; and,
- Stronger growth and economics in the western, rather than in the eastern, side of the region.

A significant increase in build-to-suit activity

The Inland Empire has a base of 4,247 industrial properties which are 5,000 square feet or larger in size, aggregating 175.6 million square feet. The scarcity of large industrial buildings in the face of growing demand has spurred a considerable amount of building activity, thereby increasing the industrial base and resulting in the absorption of available land. In the first nine months of 1996, there were 11 new industrial buildings constructed in the Inland Empire, totaling more than 900,000 square feet — roughly 50 percent more than was built the prior year.

There are another 25 buildings under construction which will increase the industrial base by an additional 4.1 million square feet, all of which are due in 1997, meaning that we should see at least 4 1/2 times the amount of new industrial space come to market than last year.

Between what has already been

constructed and what is currently under construction, there should be a total of more than 5 million square feet of new industrial space added to the Inland Empire market, representing an increase to the existing base of almost 3 percent.

Rising availability rates

Driven primarily by this new construction, the amount of available industrial space increased by almost 1.5 million square feet in the third quarter of last year to 15.2 million square feet, causing the availability rate to increase from 7.82 percent (restated) in the second quarter to 8.64 percent. In the third quarter of 1995, industrial availability rates were 8.74 percent.

Yet, only two cities in the Inland Empire have availability rates higher than 10 percent — Colton and San Bernardino. Total gross sales and leasing activity in the third quarter of 1996 was 3.4 million square feet, on par with total activity in the second quarter. In 1995, gross absorption followed a declining trend for each of the four quarters of the year.

Stronger growth and economics in the west

The western half of the Inland Empire represents 64 percent of the industrial space in buildings 5,000 square feet or larger in size. Industrial availability in the Inland Empire West increased from 7.86 percent in the second quarter of this year to 8.69 percent in the third quarter. Gross sale and lease activity totaled 2.4 million square feet, up 5 percent from the second quarter.

Almost 4.6 million square feet of new industrial construction has taken, or is taking, place this year in the Inland Empire West — representing 91 percent of the construction taking place in the region.

The single most active city, in terms of new industrial construction, is the city of Ontario, where almost 2 million square feet of new industrial space is under construction.

The Inland Empire West is distinguished by a predominance of large industrial users — almost 65 percent of the sale and leasing activity which occurred in this submarket during the third quarter was in industrial buildings 100,000 square

feet or larger in size. Not surprisingly, therefore, most of the new construction is for the larger users: 19 of the buildings under construction or already built this year exceed 100,000 square feet in size and seven are greater than 300,000 square feet in size.

In contrast, the Inland Empire East's industrial market is about half the size of the industrial market in the Inland Empire West. Less than 9 percent of the new industrial construction occurring in the Inland Empire is being built in the eastern part of the region.

Of the 25 industrial buildings under construction, only two are

being built in the Inland Empire East, representing less than 500,000 square feet of new industrial space.

In the third quarter, the Inland Empire East's industrial availability rate increased to 8.56 percent from 7.71 percent in the second quarter. Gross sale and lease activity totaled 623,970 square feet, down 19 percent from the second quarter of this year.

Sheri Cameron, director of research for CB Commercial/Orange County, provided the material for this article. She notes that background information was gathered from sources deemed to be reliable and accurate but is not guaranteed.



Henry Kaiser High School in Fontana is HMC's second high school for Fontana Unified School District.



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PERMITS \$500,000 OR LARGER

NEW \$739,062 11/19/96 REF. #8	9SFR'S (FROM \$71,143 - \$94,136) OWNER: Alacano Lance, 42335 Washington St., F3 Palm Desert, CA 92211 619-771-1090 CONTRACTOR: Lance Alacano, 42335 Washington St., F3, Palm Desert CA 92211 619-771-1090 PROJECT: 78136-78220 Desert Mtn Cr.
COMM'L \$730,000 11/20/96 Ref. #16	ADDITION AND REMODEL TO OFFICE/RETAIL OWNER: Glen Ivy Hot S. 25000 Glen Ivy, Corona, CA 91719 PROJECT: 25000 Glen Ivy
NEW \$538,901 11/21/96 Ref. #44	5SFR'S (FROM \$101,267-\$115,941) OWNER: Shea Homes, 655 Brea Canyon Road, Walnut, CA 91789 909-598-1841 CONTRACTOR: Shea Homes Limited, 655 Brea Canyon Road, Walnut, CA 91789 909-598-1841 PROJECT: 16336-16373 Skyridge Dr.
CMM'L GRADING \$748,986 11/12/96 Ref. #18	LODGE FACILITY DES/ARCH: Pbws Architects/gordon, 300 N. Lake Ave., #930, Pasadena, CA 91101 818-432-5000 OWNER: Camp Paivka Crippled Child. Soc. 7120 Franklin Ave., Los Angeles, CA 90046 PROJECT: 600 Playground Drive
NEW \$552,826 11/12/96 Ref. #71	10SFR'S (FROM \$45,333-\$63,993) OWNER: Cherry Hills CONTRACTOR: Rice Development, 163 E. Main St., Murrieta, CA 92563 909-654-4454 PROJECT: 28540-28607 Eridanus Drive

Source: One Step Ahead
phone: (800) 429-2220 or (714) 725-0711
Fax: (714) 642-7610

Issuance of Building Permits Continues Upward Climb

The volume of building permits issued for new housing construction in the Inland Empire continued to increase during 1996, according to a report from E&Y Kenneth Leventhal Real Estate Group. The report, "Residential Data Trends," shows that the number of permits issued in Riverside County January through October was 10 percent higher than for the same period in 1995, and the volume in San Bernardino County was up 33 percent.

This follows 1995's historic low levels of activity, according to Kent Haggerty, a senior manager with E&Y Kenneth Leventhal. "The Inland Empire housing market is now poised for stronger growth through the remainder of this decade," Haggerty said.

Although building permit activity is up, Inland Empire new home sales did not significantly improve during 1996, Haggerty noted.

"While Riverside and San Bernardino counties were up slightly in November compared to October, the annual trend has been generally flat," he said.

Total new homes sales in Riverside County in 1996 should reach approximately 5,300 units, comparable to 1992 and 1993 performance, Haggerty told a group of Inland Empire real estate executives late last month. San Bernardino County's 1996 sales will reach about 3,200 units, on par with 1995's historically low sales rate.

"The Inland Empire housing markets are showing signs of improvement, but they still have a ways to go before the markets fully recover," Haggerty said. "Nevertheless, the longer term picture looks bright for at least the next couple years as the local employment base grows and affordability remains high."

Haggerty noted that both Riverside and San Bernardino counties have historically exported large numbers of workers to Los Angeles and Orange counties — and to a lesser extent to San Diego County. This has created an interdependence between the Inland Empire housing markets and employment centers in these adjacent counties, he said.

"This dynamic underscores the

interrelationship between all the Southern California counties," said Haggerty.

"The Inland Empire is at the center of a powerful economic hub and thus is positioned to be one of the fastest growing counties in the U.S. during the next several years. Homebuilders are anticipating this trend and that's why they are taking out more and more permits for new housing."

Looking ahead to 1997, Haggerty told the executives that the steady improvement of the Los Angeles and Orange County economies should boost the Inland

Empire housing markets.

"The performance of the Inland Empire's housing markets is tied directly to economic activity in these adjacent counties," said Haggerty.

"Because of commuting patterns, San Bernardino and L.A. counties are joined at the hip economically, as are Riverside and Orange counties.

"Right now, Riverside County is benefiting from the fact that it's attached to the Orange County economy, which is showing signs of strong recovery."

Haggerty continued: "On the other hand, Los Angeles' economy

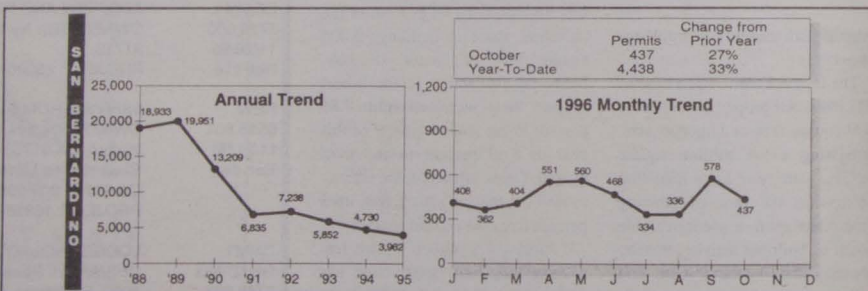
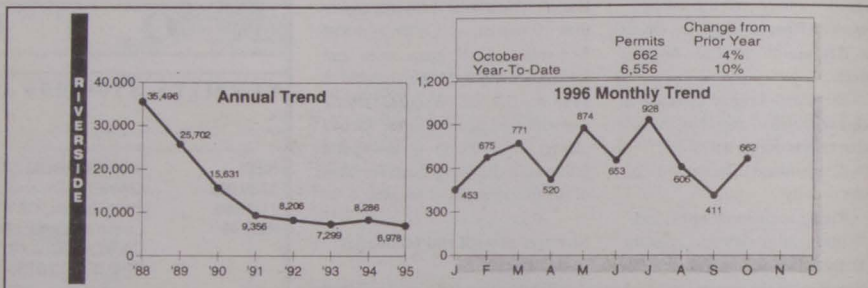
is taking longer to rebound and, as a result, San Bernardino's housing market is taking longer to recover."

In Riverside County, the Corona and Temecula markets have experienced what Haggerty calls "rather robust" sales activity.

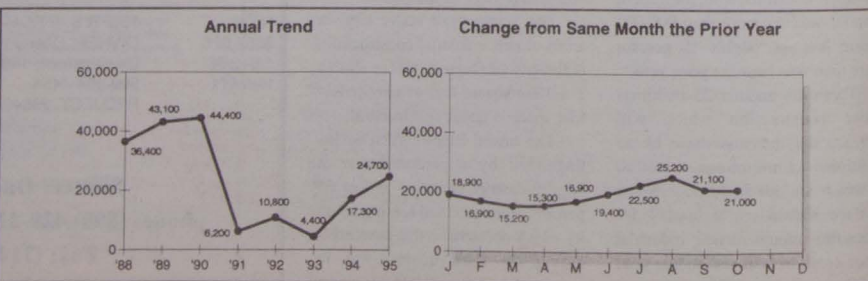
Overall, he said the San Bernardino housing market is not performing as well as Riverside, but certain projects in the residential corridor between Chino-Chino Hills and Fontana have recorded solid sales.

E&Y Kenneth Leventhal Real Estate Group is part of Ernst & Young LLP.

Residential Building Permit Trends



Job Growth Trends in the Inland Empire



Dahlman Named to Lead Employer Association

William R. Dahlman was named president and chief executive officer (CEO) of The Employers Group, the nation's largest and oldest human resources management association. Dahlman succeeds Don Butler who retired from the post after 17 years of service.

Dahlman's career spans three



William Dahlman

decades. In his most recent position he served as a worldwide management consultant for WRD & Associates, providing marketing and operational direction for numerous prestigious corporations and organizations nationally and internationally.

His most recent assignments have included making investments for The World Bank on expanding its holdings of major soft drink companies in Central America, Eastern Russia and Central Asia. He also has served clients in Australia, Europe, Turkey and Canada.

From 1987-90, Dahlman served as president and CEO of Georgia-based Suntory Water Group, the third-largest bottled water company in the United States. Under his direction, the company's annual sales grew from \$25 million to \$160 million.

In 1975, he joined the Coca-Cola Bottling Company of Los Angeles as a product manager and continued to rise through the management ranks, becoming executive vice president and chief operating officer of Arrowhead Water

Company, which was a subsidiary of Coca-Cola/Beatrice Foods. Additionally, he served as president of the International Bottled Water Association, a \$1.9 billion trade association, acting as the primary

contact and spokesperson for industry affairs.

Dahlman is a graduate of the University of Southern California and holds a bachelor of science degree in finance and a master of

business administration degree.

He is a board member of Palomar Water Company, Luther Medical Center and Pacific BioKinetics, and has been a member of the Jonathan Club since 1984.



RECORD OF TAX RATES AND CONTRIBUTIONS TO SOCIAL SECURITY PROGRAM

Social Security, (formally known as Federal Old Age and Survivors Insurance) originally became law in 1937. Following is the schedule of tax rates, earnings bases and contributions by both employer and employee for each year since then.

Year	Employer & Employee Each Pay:	Medicare Change 1/1/91 On Earnings Up To:	On Earnings Up To:	Employer's Annual Share	Employee's Annual Share	Total Annual Contribution
1937- 1949	1.00%		\$3,000.00	\$30.00	\$30.00	\$60.00
1950	1.50%		\$3,000.00	\$45.00	\$45.00	\$90.00
1951- 1953	1.50%		\$3,600.00	\$54.00	\$54.00	\$108.00
1954	2.00%		\$3,600.00	\$72.00	\$72.00	\$144.00
1955- 1956	2.00%		\$4,200.00	\$84.00	\$84.00	\$168.00
1957- 1958	2.25%		\$4,200.00	\$94.50	\$94.50	\$189.00
1959	2.50%		\$4,800.00	\$120.00	\$120.00	\$240.00
1960- 1961	3.00%		\$4,800.00	\$144.00	\$144.00	\$288.00
1962	3.13%		\$4,800.00	\$150.00	\$150.00	\$300.00
1963- 1965	3.63%		\$4,800.00	\$174.00	\$174.00	\$348.00
*1966	4.20%		\$6,600.00	\$277.00	\$277.00	\$554.00
1967	4.40%		\$6,600.00	\$290.40	\$290.40	\$580.80
1968	4.40%		\$7,800.00	\$343.20	\$343.20	\$686.40
1969- 1971	4.80%		\$7,800.00	\$374.40	\$374.40	\$748.80
1972	5.20%		\$9,000.00	\$468.00	\$468.00	\$936.00
1973	5.85%		\$10,800.00	\$631.80	\$631.80	\$1,263.60
1974	5.85%		\$13,200.00	\$772.20	\$772.20	\$1,544.40
1975	5.85%		\$14,100.00	\$824.85	\$824.85	\$1,649.70
1976	5.85%		\$15,300.00	\$895.05	\$895.05	\$1,790.10
1977	5.85%		\$16,500.00	\$965.25	\$965.25	\$1,930.50
1978	6.05%		\$17,700.00	\$1,070.85	\$1,070.85	\$2,141.70
1979	6.13%		\$22,900.00	\$1,403.77	\$1,403.77	\$2,807.54
1980	6.13%		\$25,900.00	\$1,587.67	\$1,587.67	\$3,175.34
1981	6.65%		\$29,700.00	\$1,975.05	\$1,975.05	\$3,950.10
1982	6.70%		\$32,400.00	\$2,170.80	\$2,170.80	\$4,341.60
1983	6.70%		\$35,700.00	\$2,391.90	\$2,391.90	\$4,783.80
1984	7.00%		\$37,800.00	\$2,646.00	\$2,646.00	\$5,292.00
1985	7.05%		\$39,600.00	\$2,791.80	\$2,791.80	\$5,583.60
1986	7.15%		\$42,000.00	\$3,003.00	\$3,003.00	\$6,006.00
1987	7.15%		\$43,800.00	\$3,131.70	\$3,131.70	\$6,263.40
1988	7.51%		\$45,000.00	\$3,379.50	\$3,379.50	\$6,759.00
1989	7.51%		\$48,000.00	\$3,604.80	\$3,604.80	\$7,209.60
1990	7.65%		\$51,300.00	\$3,924.45	\$3,924.45	\$7,848.90
1991	6.20%		\$53,400.00	\$3,310.80	\$3,310.80	\$6,621.60
1991	1.45%	\$125,000.00	\$1,812.50	\$1,812.50	\$1,812.50	\$3,625.00
Total			\$5,123.30	\$5,123.30	\$5,123.30	\$10,246.60
1992	6.20%		\$55,500.00	\$3,441.00	\$3,441.00	\$6,882.00
1992	1.45%	\$130,200.00	\$1,887.90	\$1,887.90	\$1,887.90	\$3,775.80
Total			\$5,328.90	\$5,328.90	\$5,328.90	\$10,657.80
1993	6.20%		\$57,800.00	\$3,571.20	\$3,571.20	\$7,142.40
1993	1.45%	\$135,000.00	\$1,957.50	\$1,957.50	\$1,957.50	\$3,915.00
Total			\$5,528.70	\$5,528.70	\$5,528.70	\$11,057.40
1994	6.20%		\$60,800.00	\$3,757.20	\$3,757.20	\$7,514.40
1994	1.45%	All Earnings with No Limit	No Limit	No Limit	No Limit	No Limit
1995	6.20%		\$61,200.00	\$3,794.40	\$3,794.40	\$7,588.80
1995	1.45	All Earnings with No Limit	No Limit	No Limit	No Limit	No Limit
1996	6.20%		\$62,700.00	\$3,887.40	\$3,887.40	\$7,774.80
1996	1.45%	All Earnings with No Limit	No Limit	No Limit	No Limit	No Limit

* Medicare Introduced to Social Security Program in 1996.

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People, places and events ...

continued from Page 57

group for the homeowners association industry.

The institute consists of homeowners association board members and property managers, vendors and contractors doing business with such groups. Upland-based Euclid Management Co. is the largest property management company in the Inland Empire, managing more than 12,000 homes in homeowner associations and more than 1,000 rental units.

Snapshots

Stuart Wiener, executive vice president of finance and administration at Western University of Health Sciences, was elected chairman of the Council of Fiscal Officers of the American Association of Colleges of Osteopathic Medicine. The council is comprised of administrators from 17 U.S. colleges of osteopathic medicine who are responsible for financial management of their institutions. ... British water mist appli-

cations pioneer Mark Stanley was appointed vice president of sales for Palm Springs-based Environmental Engineering Concepts, an installer of cooling, dust and odor suppression, humidification and special effects equipment systems. ... Consumer Credit Counseling Service made several staff changes at its Riverside headquarters: Jill Lehman was named director of operations; Susan Bierly-Craig was moved from director of education to the newly created position of director of quality assurance; and Peter Serbantes was promoted from financial counselor to succeed Bierly-Craig. ... Pamela Boswell joined Case Swayne Co. Inc. as section manager of supplier quality of the Corona-based producer of specialty food products for the food service, retail, industrial and health and diet markets. ... Assemblyman Jim Brulte, R-Rancho Cucamonga, was named a small business "Legislator of the Year" by the California Small Business Association.

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JANUARY

CALENDAR₉₇

8 The Pomona Valley Chapter of Women's Referral Service (WRS) meets at 6 p.m. to learn networking techniques and how to build relationships. The meeting is scheduled in the Cal Poly Conference Room of the Shilo Inn Hilltop Suites Convention Center, 3101 Temple Ave., Diamond Bar. Reservations are required by Jan. 6; call Pat McKee at (909) 599-4229. For other WRS information, call (909) 467-1439.

9 The Ali Lassen's Leads Club, Chino Hills Chapter, inaugurates its weekly, 7:15 a.m. meeting schedule at Mimi's Cafe in the Spectrum Marketplace, 3890 Grand Ave., Chino. Contact Nicole Smith, director, by calling (909) 393-4304.

15 to 19 "Prime of Your Life Expo" for active adults 50-years-old and older is scheduled from 10 a.m. to 5 p.m. — except noon to 5 p.m. Sunday — at Palm Springs Mall, 191 S. Farrell Drive at Tahquitz Canyon. Admission and parking are free.

16 "Proposition 65 and OSHA HazComm: Meeting 1997 Compliance Standards" is presented by the office of James T. Dufour, attorney, from 8 a.m. to 4:30 p.m. at Ontario Airport Marriott Hotel, 2200 E. Holt Blvd., Ontario. One in a series of hazardous materials regulations seminars, this event is sponsored by the California Chamber of Commerce and RegWatch. For information, call (916) 553-3111.

17 The Employers Group presents "Employee Benefits Administration" from 9 a.m. to 4 p.m. at its Riverside and San Bernardino counties regional offices in Mission Financial Center, 3600 Lime St., Suite 421, Riverside. The cost to members is \$195; non-members are charged \$245; for groups of three or more, the cost is \$175 each. For information, call (909) 784-9430.

18 A Business Person of the Year awards dinner will be hosted by the Inland Empire African American

Chamber of Commerce beginning 6 p.m. at the University of California Riverside Extension Building, 1200 University Ave., Riverside. Tickets to the \$60 per person event include an autographed hardcover edition of "What Makes the Great Great: Strategies for Extraordinary Achievement" by Dr. Dennis Kimbro. For sponsorship or ticket information, call Garrett Management Enterprises at (909) 407-2228.

22 "Employee Recordkeeping in the '90s" is scheduled from 8:30 a.m. to 12:30 p.m. at The Employers Group regional office in Mission Financial Center, 3600 Lime St., Suite 421, Riverside. Members are charged \$150, non-members are charged \$195, and each person in groups of three or more is charged \$130. For information, call (909) 784-9430.

22 "Mastering the Link Between Marketing, Media and Funding" is scheduled 4 to 6 p.m. at The

Annenberg Center of Health Sciences at Eisenhower Medical Center, 39000 Bob Hope Drive, Rancho Mirage. It is one in a series of seminars for executives and board members of non-profit organizations. The per person cost to attend is \$20 at the door, \$15 with advance reservations made by calling Bob Marra at (619) 320-6642.

30 The Inland Empire Ad Club presents "From the Mind to the Page: A Journey with Inland Color Graphics and Visual Impact." The 6:30 to 9 p.m. on-site mixer features a print project walkthrough from photography to composed film at Inland Color Graphics, 1251 W. Pomona Road, Suite 109, Corona. Make reservations by Jan. 28 by calling Rusty Halverson at (909) 278-0575.

5 Feb. "IRA Rollover," a workshop on rolling over a variety of retirement plans into an individual retirement account — 7 to 9 p.m.; Mt. San Antonio College; \$26 per person, or \$31 per couple. For information, call (909) 594-5611, ext. 4220.

REGULARLY SCHEDULED EVENTS

Monday

Business Builders of Rancho Cucamonga, weekly, 7 a.m. at Socorro's Mexican Restaurant, 10276 Foothill Blvd., Rancho Cucamonga. Membership: \$25. Contact: Dawn Grey, (909) 484-5244; Shirley Patrick, (909) 625-2386.

The Professional Resource Network (PRN) presents four-day workshops biweekly at the California Employment Development Department, 2151 E. "D" St., Ontario. Prospective employers or employees may contact: Audrey Parker, (909) 460-7650.

Tuesday

Business Network International, La Verne Chapter, weekly, 7 a.m. at Cino's, 309 E. Foothill Blvd., Pomona. Contact: Donald Clague, (909) 593-3511.

Business Network International, Inland Valley Chapter, weekly, 7 to 8:30 a.m. at Mimi's Cafe, 370 N. Mountain Ave., Upland. Contact: Lorie Martinez, (909) 608-0500.

Ali Lassen's Leads Club, Claremont Chapter, weekly, 7:15 a.m. at the Claremont Inn, 555 W. Foothill Blvd., Claremont. Contact: Philip Board, (909) 981-1720. Regional office: (800) 767-7337.

Wednesday

Business Network International, Chino Valley Chapter, weekly, 7 a.m. at Mimi's Cafe, 3890 Grand Ave., Chino. Contact: Mike Agee, (909) 591-0992.

Business Network International, Rancho Cucamonga Chapter, weekly, 7 a.m. at Plum Tree Restaurant, 1170 W. Foothill Blvd., Rancho Cucamonga. Contact:

Michael Cunerty, (909) 467-9612.

West End Executives' Association, weekly, 7 to 8 a.m. at Ontario Airport Marriott Hotel, 2200 E. Holt Blvd., Ontario. Contact: (909) 949-3525, or (818) 960-5834.

Ali Lassen's Leads Club, Rancho Cucamonga Chapter, weekly, 7:15 a.m. at Upland Hills Country Club, 1231 E. 16th St., Upland. Contact: Patricia Brookings, (909) 981-4159.

Empire Business Leaders, weekly, 7:15 at Mimi's Cafe, 370 N. Mountain Ave., Upland. Contact: Richard Hugues, (909) 394-0316

Thursday

LeTip of Upland, weekly, 7 a.m. at Mimi's Cafe, 370 N. Mountain Ave., Upland. Contact: Glen Morgan, (909) 987-3369. Business Network International, Upland Chapter, weekly, 7 a.m. at Denny's,

385 S. Mountain Ave., Upland. Contact: Jim Mangiapane, (909) 946-6616.

Ali Lassen's Leads Club, Chino Hills Chapter, weekly, 7:15 a.m. at Mimi's Cafe, Spectrum Marketplace, 3890 Grand Ave., Chino. Contact: Nicole Smith, (909) 393-4304.

Friday

The California Venture Forum, weekly, 7:30 a.m. at the cafeteria of South Coast Air Quality Management District, 21865 E. Copley Drive (at Golden Springs), El Monte. Contact: Eli Yorba, (818) 332-2685.

Saturday

Dream Activist Training & Development Institute, fourth Saturday, 9 a.m. to 1:30 p.m. at Quality Inn, 1655 E. Fourth St., Ontario. Seminars, \$10. Contact: Pamela, Complete Christian Women's Ministry, (909) 947-8381.

DECEMBER IN REVIEW

2 Two newly elected — and one returning — San Bernardino County supervisors were administered the oath of office at the county building's Supervisors Chambers. First District Supervisor Kathy Davis of Apple Valley and Third District Supervisor Dennis Hansberger of Redlands joined returning Fifth District Supervisor Jerry Eaves at the swearing-in ceremony.

• Redevelopment officials at March Air Reserve Base near Riverside lost out on last-gasp attempts to lure Marine Corps helicopters to the base. The helicopters are scheduled to be transferred from the El Toro Marine Corps Air Station to the Miramar Naval Air Station near San Diego. Riverside County Supervisor Tom Mullen, a member of the March Joint Powers Commission, said that agency is ready to pursue redevelopment efforts related to hosting civilian cargo flights.

3 Lake Elsinore's city council approved use of its lake as collateral for a new three-year bridge loan to pay off short-term debts until economic prosperity returns. The financing package includes issuing \$21 million in bonds so a \$10.5 million loan — with \$1.1 million in annual payments — can be discharged. The 3-1 vote was prompted by disappointing revenue income from operations at The Diamond, the city's minor league baseball stadium.

10 Riverside County supervisors voted 4-1 to rotate annually the duties of board chairman, based on seniority, beginning this month. Supervisor Ron Wilson dissented, saying the board should elect its chairman each year.

11 The Inland Valley Development Agency granted a three-week continuance to developer John Miskell in order to meet payment responsibilities related to the proposed \$400 million Worldpointe International Center for Trade at the former Norton Air Force Base. It is at least the third extension granted to Miskell since the original June deadline was missed for

demolishing existing structures.

12 The state's Intercity High Speed Rail Commission recommended routes for the 21st century train to include a route through part of the Inland Empire along Interstate 15 from Union Station in Los Angeles to San Diego. The inland route was favored over a more direct coastal route to avoid potentially negative impacts on the coast and to serve the fast-growing communities of the two-county region.

• A major projects task force of San Bernardino Associated Governments (SANBAG) took steps to identify vendors prior to widening Interstate 10 by one lane in each direction from the Los Angeles County line to I-15. The agency itself considered alternative transportation proposals for more safely transporting commuters from San Bernardino to the mountain resorts in the San Bernardino National Forest near Big Bear.

• Bank of America announced a major restructuring plan which calls for the closure of 120 of its 1,400 California branches. Closures will affect some Inland Empire offices and their employees by March 31.

13 • The nation's, and perhaps the world's, largest film theater opened at Ontario Mills. The daytime opening of AMC Theaters 30 — a multiplex cinema with 30 screens built and operated by American Multi-Cinema Inc. of Kansas City, Mo. — drew overflow numbers of motorists, shoppers and moviegoers.

• The Los Angeles Department of Airports released its master plan for growth through the year 2000 which indicates Ontario International Airport will "grow as predicted," serving up to 10 million passengers annually through its two-terminal expansion.

14 Anticipating deregulation of energy industries in California, a partnership was formed to build a \$300 million electric power plant at the former George Air Force Base. Powered by natural gas turbines, the proposed private utility producer would likely supply corporate customers, possibly by mid-1998.

Real estate focus ...

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sales to investors was reported. Theme Family Partnership of Upland acquired a 39,412-square-foot retail center in Barstow for \$3.42 million, with Bernard and Doug Gray representing the seller, Armory Barstow Associates of Los Angeles. The two anchor tenants — Stater Bros. and Payless Drug — were not included.

A retail center at Second and "G" streets in San Bernardino sold for \$3.1 million, and a similar center at 160 W. Base Line Road, Rialto, sold for \$2.6 million.

Marcus & Millichap, Ontario. Gordon Allred and John Yasment sold the Palm Circle Apartments in San Bernardino for \$810,000. In a \$1.92 million deal, John Reinhardt, Alan Kreuger and Douglas Froehle represented the principals in the sale of McKinley Plaza/Arco Center in Corona.

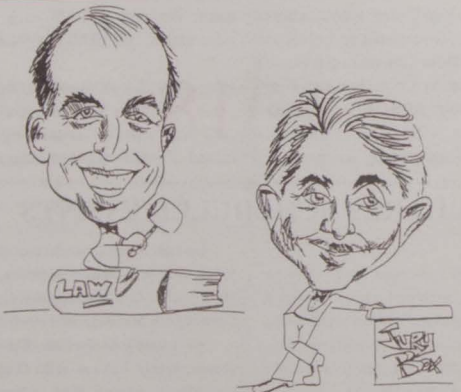
CB Commercial Real Estate

Group Inc., Riverside. Bank of America purchased a 7,152-square-foot building owned by Wells Fargo & Co. at 735 N. Euclid Ave., Ontario. Kelly Patscheck and Gerry Lynch represented the seller. Hollywood Video signed a 10-year lease for about 7,200 square feet of retail space at the northeast corner of I-15 and Roy Rogers Drive in Victorville. Christine Jacobs and Kelly Patscheck represented the leasee.

Cushman & Wakefield of California Inc., Ontario. Meridian Industrial Trust Inc. of San Francisco, represented by Mark Stanson, Michael Chavez and other agents, purchased three warehouse-distribution buildings in Ontario and Riverside for \$8.61 million

The real estate investment trust bought the 136,000-square-foot building at 810 Wanamaker Ave., Ontario, for \$4.5 million, and two smaller buildings at 1799 and 1815 Rustin Ave. in Riverside.

MANNERINO & BRIGUGLIO
LAW OFFICES



"Laws were made to be broken"
Christopher North, May, 1830

"Had laws not been, we never had been bla 'd; for not to know we sinn 'd is innocence"
Sir William Davenant
1606-1668

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