Water, Water Everywhere! Nowhere!

Prices Definitely Headed Upward For Southern California Water Users

In Santa Barbara, the government is considering contracting with a Canadian firm to build America's largest desalination plant, to help ease the city's chronic water shortage. In Los Angeles, water is being rationed. In Orange County, the board of supervisors is drowning over what to do about the water situation. And in the Inland Empire, water situation is bubbling on the back burner, ready to boil into prominence.

Water prices could easily more than double throughout most of Southern California during the 1990s, due to a variety of factors, according to Floyd Wicks, the newly-elected president of Southern California Water Co. Costs are rising — such as that caused by Arizona taking more of its allocation of Colorado River water, leaving less for California — and consumers and business users will have to pay. “The cost of providing water service will escalate in the 1990s, at a faster pace than the rate of inflation,” says Wicks. “For example, major new facilities will have to be built to adjust for the loss of Colorado River water.”

Maintenance and electric power to operate the groundwater pumps are major expense items for this investor-owned utility. Just maintaining the 2,700 miles of water mains the company has installed throughout the state costs millions of dollars per year.

A typical Southern California family of four now pays $1 to $2 per day for water service, Wicks estimates. Whereas water may have only cost $5 per month for a family 15 years ago, that same family today may spend $50 to $60, a greater-than-1000% increase. Water prices in the Inland Empire are estimated to have risen about 400% on average over the past several years, with no end in sight.

“We’re not greedy, we’re doing all we can to keep prices reasonable,” says Wicks. “Because we buy roughly half of our supply of water, and pump the rest out of the ground, we are partially at the mercy of our suppliers.”

Most of those suppliers which broker water to Southern California Water Co. are sub-agencies of the huge Metropolitan Water District of Southern California, one of the largest water agencies in the world. It holds great sway over where the community will get its water, and operates in the four-county region.

Governor Deukmejian has signed into law a significant transportation bill requiring joint planning and coordination of mass transit programs by Los Angeles, Orange, Riverside and San Bernardino Counties. It is expected to have a major impact on how mass transit is planned and operated in the four-county region, with an emphasis on rail and bus travel.

The powerful Transportation Commission of all four counties must still pass the bill in order for it to be adopted, which they are expected to do since they co-sponsored it. The vote in the State Congress was overwhelming, with the Senate supporting Senator Robert Dole.

Without the backdrop of a major water crisis, the State's Transportation Commission has said it would have little interest in the issue.
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Hector Gutierrez 881-2323

COMMUNITY BANK
Inland Division
Member FDIC
Stinger Cont. From Page 1

anti-aircraft missile with Raytheon.

However, bucking these trends is the fact that the armed forces may dramat-
ically increase the utilization of Stingers on
helicopters and on Jeep-like field ve-
iches, which may greatly increase the
number of missiles needed.

"We have to emphasize that every-
thing related to missile orders is purc
speculation at this time," said a plant of-
official. "But we anticipate significant
Stinger production and employment at
least through the mid-1990s."

Employment is expected to remain
steady through at least through the end
of 1992, according to a spokesman.
GD's Valley Systems Division currently
has funded contracts for over 10,000 Sting-
ers, representing several hundred mil-
dollars, which, with additional orders, is
expected to be enough to keep things
humming through the mid-1990s. Cur-
rently, 435 missiles are being made and
550 are in storage.

"We're not seeing any undue alarm or
concern," Wicks said. "We are proud of
the L.A. area, as well as Corona-Elsinore
and Riverside-Hemet-San Jacinto.

The plan envisioned in Senate Bill
1402 (by Sen. Ken Keating) is aimed at
providing a coordinated system of bus
and rail transit in the area. Technology,
fares, schedules — all will be coordi-
nated, to enable easier long-distance travel
between and among counties. Major
routes to be addressed include those from
San Bernardino Basin and at

Lockheed Cont. From Page 1

Employment — working on the fuselage
sections of older 747's only is expected
to hit 600 by the end of the first year,
970 by the end of the third year and as
many as 2,500 ultimately. Moreover, for
every Lockheed job created, the com-
pany expects one ancillary service or
manufacturing job to be created in the imme-
diate vicinity of Norton — at everything
from machine shops to restaurants and
even motels.

"While we're taking the business risk
of working on older 747's, we're creating
a whole raft of opportunities around Nor-
to, particularly service, and not just
for workers," said a Lockheed spokesman.
"Just as our huge Burbank plant helped
define the very character of Burbank
during the World War II era, when it em-
ploved tens of thousands, so too will our
presence at Norton help define the char-
acter of the area.

Sources had speculated that the Air
Force might balk at leasing part of a ma-
jor facility to a company which is pulling
up most of its roots in Southern Califor-
nia and replanting them elsewhere. But
Lockheed officials insist that no linkage
exists and that their commitment to stay-
ing in San Bernardino County once the
descriptive project is underway is un-
shakable. They emphasized that the
company has major presences not only in
San Bernardino, 599 N. Arrowhead Ave.,
Bernardino, 599 N. Arrowhead Ave.,
Palmdale and Norton, the latter of which
will all continue.

"I don't believe that the Air Force
would consider Lockheed to be a stabili-
$y risk," said Skip Bowling, president of
Lockheed Aircraft Service Company,
which is handling the negotiations for the
parent company. "We've worked very closely with the Air Force for five years
on a variety of military projects, and have
always enjoyed an excellent rela-
tionship.

Bowling emphasized that the layoffs in
Burbank and elsewhere are related to the
deployment of various military aerospace
programs and the overall downturn of the
defense industry, and are totally unrelated
to the commercial aircraft business such as that proposed for Norton.

Loma Linda Cont. From Page 1

nel to comply with the JCAHO's

"Medical quality is not and has not been
threatened," said Augustus Cheat-
ham, vice president of public affairs for the
center. "We do not believe that there should be any undue alarm or concern.

Death rates and the proportion of mal-
practice suits are comparable to other
facilities, Cheatham said, and do not in-
dicate quality problems, he said. Even
in the critical care trauma center, where
overburdened doctors must contend with all sorts of life-threatening emergencies,
Lorna Linda still holds its own, he said.

However, the probationary status
placed upon the Medical Center and Hospita
are seen as being particularly
galling because of the Medical Center's
standing as an internationally-recognized
medical research and teaching facility,
having pioneered in such areas as infant heart transplants. If an institution this
prestigious to lose full accreditation is
likely to lose one as well.

R&H

Reid & Hellyer

The law offices of Reid & Hellyer, a professional corporation, announced that Ge-

rald J. Geerlings, former Riverside County Counsel, has become Of Counsel to the
firm. Mr. Geerlings' practice emphasizes land use, development and government-

al law.

In addition to Mr. Geerlings, Reid & Hellyer announced that David M. Diver,
Craig O. Dobler and R. William Ferrante have become associated with the firm.

Mr. Diver has an LL.M in Labor Law from George Washington University. His
practice emphasizes labor relations and employment law for management.

Mr. Dobler has an LL.M in Taxation from New York University School of Law. His
practice emphasizes tax, real estate and partnership law.

Mr. Ferrante is a former Senior Counsel from Pacific Bell. His practice will em-
phasize land use, development and governmental law.

Reid & Hellyer has three offices located throughout the Inland Empire. They are:
San Bernardino, 599 N. Arrowhead Ave., San Bernardino, CA (714) 844-4704; Rive-
side, 3880 Lemon St., Riverside, CA (714) 682-1771; and Temecula, 27710 Jeffer-
sen Ave., Temecula, CA (714) 676-3111.

"The cost of providing water service will esca-
late in the 1990s, at a faster pace than the rate of inflation," says Wicks. "For example, ma-
jor new facilities will have to be built to adjust
for the loss of Colorado River water."

of 30 statewide, get their water from this company. It's product is pretty much taken for granted — when was the last time you saw news about a protest over water sup-
plies or prices? But the 60-year-old company is not resting on its laurels, but is con-
stantly striving to maintain the quality and affordability of its water.

Throughout most of San Bernardino County, for example, Southern California Water Company blends local groundwater with purer imported water from Northern California to obtain an acceptable product. In Barstow, however, this is not feas-
able, so the company resorts to other methods to deliver acceptably pure water to
Barstowians.

Several reservoirs are located around Barstow, to complement the 375 wells the
company operates throughout the state and the 75 million-gallon water-storage ca-
pacity the company has throughout California. One new water is storing water be-
low ground in so-called "water banks" where it can be reclaimed in times of
drought, which the company is doing in Kern County.

The outlook for water quality in the Inland Empire is generally good, Wicks said,
said so long as purer imported water can be mixed with local groundwater. There is little
chance of contamination from agricultural uses or from the many construction sites
dotting the area, he said. The company is not providing any specially purified prod-
uct to industrial users inland — after all, water is water.
Health Insurance Cost Containment For Small Business May Have Finally Arrived

Legislators in Sacramento have fallen into the habit, when deliberating on ways to broaden health-insurance coverage, of framing the issue in terms of employer mandates. In large part, that tendency resulted from an absence of any alternative legislative proposal designed to get people insured. Policy debates on health insurance turned on the merits of mandates, a focus which diverted attention from efforts to reform the health-care system.

The introduction of AB 4196 should change the scenario outlined above. That bill, authored by Assembly Members William Baker and Bev Hansen, proposes a series of insurance underwriting reforms and cost-containment methods designed to lower the price of health insurance. The authors contend that developing an affordable insurance product provides a means to insuring more Californians without imposing the onerous burden of a mandate on small business.

AB 4196 proceeds with a focus on the insurance industry, placing specific requirements on health writers but at the same time allowing them certain risk-sharing options not currently available to limit costs. Health insurers would be subject to a "take-all-comers" rule requiring them to offer coverage to any small-business group, defined in the bill as a company with 25 or fewer employees. Once an insurer took in a particular group, that plan could not be cancelled except for non-payment of premium or a change in the nature of the business. Rate increases on policies would be limited to the medical-inflation rate plus a so-called duration factor, which reflects the profitability of the particular insurer. That duration factor would be capped at 5% for every insurer; however, a rate-band of 50% would also be established between the new-business rate, the price an insurer offers potential customers, and the highest rate charged for an existing policy. Put simply, an insurer could not offer to sell new policies for more or less than 50% of the rate charged for on-going business. The logic of the rate-band is to prevent insurers from undercharging to pick-up all the good-risks or overcharging to discourage potential customers. Taken together, these insurance underwriting reforms should work to make insurance both available and affordable to small-businesses.

In return for abiding by these reforms, AB 4196 allows health insurers writing small-business policies to form a reinsurance pool to spread the cost of "high-risks." High risks are commonly referred to as uninsurables, individuals with pre-existing medical conditions such as diabetes. Insurers working under the AB 4196 framework would, when covering a new group, examine the individuals to be insured. Those deemed "high risks" would be ceded anonymously to the reinsurance pool. Premiums for high risks would be charged at 150% of the basic rate for the group. But should the claims incurred by a high-risk individual exceed the premium, a likely scenario, the additional costs would be picked up by the reinsurance pool. All health insurers would finance the reinsurance pool at an amount proportional to their share of the market. The reinsurance structure assumes that no one insurer gets exposed to an excessive amount of high risks.

AB 4196 offers a scheme to broaden health care coverage that keeps the decision to insure in private hands. Not every company without a health-care benefit will be forced to join a "take-all-comers" pool. Instead, it provides a mechanism for employers to pool together to purchase a reinsurance contract.

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## Independent Banks In The Inland Empire

<table>
<thead>
<tr>
<th>Name and Address Of Bank</th>
<th>Total Assets In (000)</th>
<th>Percent Change Since December 1988</th>
<th>Total Loans In (000)</th>
<th>Percent Change Since December 1988</th>
<th>Non-Performing Loans As A % of Total Assets</th>
<th>Return On Assets (ROA)</th>
<th>Top Local Executive Name/Title/Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Independent Bank</strong></td>
<td>$752,114</td>
<td>19.0%</td>
<td>$5,559</td>
<td>51.8%</td>
<td>1.91%</td>
<td>0.93</td>
<td>Jeanne Lockhart Branch Manager (714)980-0522</td>
</tr>
<tr>
<td>1. Chino Valley Bank</td>
<td>$742,756</td>
<td>28.8%</td>
<td>$347,593</td>
<td>38.6%</td>
<td>0.45%</td>
<td>1.88</td>
<td>John Cavallucci CEO-President (714)980-4030</td>
</tr>
<tr>
<td>2. First Trust Bank</td>
<td>$394,406</td>
<td>16.9%</td>
<td>$236,686</td>
<td>23.9%</td>
<td>0.51%</td>
<td>1.17</td>
<td>Larry Peterson Senior VP/Dir. of Corp. Bank (714)945-2740</td>
</tr>
<tr>
<td>3. Riverside National Bank</td>
<td>$224,140</td>
<td>6.5%</td>
<td>$157,214</td>
<td>24.9%</td>
<td>0.31%</td>
<td>0.27</td>
<td>Michael C. Billings President (714)920-9970</td>
</tr>
<tr>
<td>4. Westminster Independent Bank</td>
<td>$213,375</td>
<td>N/A</td>
<td>$159,462</td>
<td>N/A</td>
<td>N/A</td>
<td>1.64</td>
<td>J.T. Waller CEO-President (714)599-9351</td>
</tr>
<tr>
<td>5. Vineyard National Bank</td>
<td>$120,600</td>
<td>12.0%</td>
<td>$96,299</td>
<td>6.6%</td>
<td>0.82%</td>
<td>0.7</td>
<td>Steven R. Simonsen CEO-President (714)987-0177</td>
</tr>
<tr>
<td>6. Bank of Hemet</td>
<td>$1,032,208</td>
<td>10.0%</td>
<td>$80,586</td>
<td>15.1%</td>
<td>0.41%</td>
<td>1.70</td>
<td>Jim Jaqua CEO-President (714)369-9690</td>
</tr>
<tr>
<td>7. Empire Bank</td>
<td>$87,091</td>
<td>12.5%</td>
<td>$61,763</td>
<td>17.7%</td>
<td>0.13%</td>
<td>0.95</td>
<td>Richard Jett CEO-President (714)889-7018</td>
</tr>
<tr>
<td>8. Overland Bank</td>
<td>$77,117</td>
<td>18.1%</td>
<td>$51,227</td>
<td>34.7%</td>
<td>0.51%</td>
<td>0.97</td>
<td>Allen McDonald CEO-President (714)676-6700</td>
</tr>
<tr>
<td>9. Bank of San Bernardino</td>
<td>$66,719</td>
<td>12.6%</td>
<td>$32,403</td>
<td>8.9%</td>
<td>0.02%</td>
<td>1.28</td>
<td>Pat Nowall President (714)885-0366</td>
</tr>
<tr>
<td>10. Palm Desert National Bank</td>
<td>$66,425</td>
<td>31.3%</td>
<td>$46,505</td>
<td>49.9%</td>
<td>0.22%</td>
<td>1.01</td>
<td>Kevin McGuire CEO-President (619)340-1145</td>
</tr>
<tr>
<td>11. Desert Community Bank</td>
<td>$61,898</td>
<td>11.9%</td>
<td>$34,638</td>
<td>-2.7%</td>
<td>1.51%</td>
<td>0.75</td>
<td>Ronald Wilson President (619)243-2410</td>
</tr>
<tr>
<td>12. Valley Bank</td>
<td>$59,279</td>
<td>17.2%</td>
<td>$25,877</td>
<td>28.3%</td>
<td>0.2%</td>
<td>2.35</td>
<td>Merle Coursen President (714)242-1124</td>
</tr>
<tr>
<td>13. Upland Bank</td>
<td>$55,078</td>
<td>14.2%</td>
<td>$41,088</td>
<td>36.0%</td>
<td>0.86%</td>
<td>1.53</td>
<td>James Cooper CEO-President (714)946-2265</td>
</tr>
<tr>
<td>14. Inland Empire National Bank</td>
<td>$53,251</td>
<td>3.6%</td>
<td>$38,725</td>
<td>0.6%</td>
<td>3.04%</td>
<td>1.59</td>
<td>Roy Lewis President (714)788-2265</td>
</tr>
<tr>
<td>15. Wawne, Citizens, Bank of Corona</td>
<td>$51,558</td>
<td>27.5%</td>
<td>$35,156</td>
<td>25.5%</td>
<td>0.52%</td>
<td>2.47</td>
<td>James A. Verplanck President (714)734-4110</td>
</tr>
<tr>
<td>16. De Anza National Bank</td>
<td>$49,884</td>
<td>37.5%</td>
<td>$31,375</td>
<td>28.7%</td>
<td>0.00%</td>
<td>1.44</td>
<td>Neil Hatcher CEO-President (714)681-5666</td>
</tr>
<tr>
<td>17. First Community Bank</td>
<td>$48,557</td>
<td>10.7%</td>
<td>$30,000</td>
<td>18.8%</td>
<td>0.94%</td>
<td>1.17</td>
<td>David Vordermark CEO-President (619)365-8371</td>
</tr>
<tr>
<td>18. Gateway Western Bank</td>
<td>$43,462</td>
<td>21.3%</td>
<td>$32,449</td>
<td>33.8%</td>
<td>4.61%</td>
<td>0.21</td>
<td>Warren Lemos Senior VP (714)845-2605</td>
</tr>
<tr>
<td>19. High Desert National Bank</td>
<td>$41,025</td>
<td>25.2%</td>
<td>$25,961</td>
<td>54.8%</td>
<td>0.14%</td>
<td>1.51</td>
<td>Donald G. Stiebl President (619)948-2800</td>
</tr>
<tr>
<td>20. Golden Pacific Bank</td>
<td>$36,872</td>
<td>3.1%</td>
<td>$25,930</td>
<td>22.6%</td>
<td>3.05%</td>
<td>0.62</td>
<td>Roger Meyers President (714)983-4600</td>
</tr>
<tr>
<td>21. Rancho Bank</td>
<td>$31,307</td>
<td>-7.3%</td>
<td>$19,120</td>
<td>4.7%</td>
<td>0.4%</td>
<td>32</td>
<td>John Giambi President (714)299-9871</td>
</tr>
<tr>
<td>22. Fontana First National Bank</td>
<td>$29,465</td>
<td>18.0%</td>
<td>$18,730</td>
<td>13.6%</td>
<td>0.94%</td>
<td>1.67</td>
<td>Fred Scarcella CEO-President (714)350-8308</td>
</tr>
<tr>
<td>23. First Bank of Palm Desert</td>
<td>$29,181</td>
<td>29.8%</td>
<td>$21,406</td>
<td>18.6%</td>
<td>0.83%</td>
<td>1.07</td>
<td>David E. Eichel pp President (619)341-7000</td>
</tr>
<tr>
<td>24. First Mountain Bank</td>
<td>$27,190</td>
<td>8.5%</td>
<td>$17,631</td>
<td>40%</td>
<td>1.66%</td>
<td>1.32</td>
<td>Dennis Schollenburg President (714)866-5861</td>
</tr>
<tr>
<td>25. Cal West National Bank</td>
<td>$26,336</td>
<td>19.6%</td>
<td>$13,374</td>
<td>13.7%</td>
<td>1.89%</td>
<td>1.64</td>
<td>Paul Goodus President (714)242-4494</td>
</tr>
<tr>
<td>26. 1st Nat. Bank in Coachella</td>
<td>$21,632</td>
<td>4.0%</td>
<td>$1,351</td>
<td>-2.2%</td>
<td>0.00%</td>
<td>2.19</td>
<td>Abie Lowery President (619)398-4411</td>
</tr>
</tbody>
</table>

Note: Percent Change, Total Loans, Non-Performing Loans As A % of Total Assets, Return On Assets (ROA), and Top Local Executive Name/Title/Phone are provided for each bank. The data reflects the performance and leadership of each bank as of May 28 - June 27, 1990.
The Southern California Monorail and the Inland Empire

by Craig Hendrickson

As a businessperson, it would be financial suicide to make a multimillion dollar capital expenditure in a piece of equipment that you would utilize for only four hours a day to make a product that would serve only 10% of your prospective market. And yet, that is exactly what the transportation planners at our numerous public agencies have been doing. Consequently, there is not one public transportation system which covers its capital costs with its revenues. With the exception of Hong Kong, there is not one public transportation system that covers its operating and maintenance costs out of the fare box. All publicly operated public transit systems are heavily subsidized by the taxpayer.

In Southern California, the political system makes this situation most acute. Take the six counties, (San Bernardino, Riverside, San Diego, Orange, Los Angeles and Ventura) which make up the urban area of Southern California. At last count, in these six counties, there are over 200 different public agencies with some form of responsibility for transportation. Not one of these agencies has the authority to cross a county boundary. Most may not cross a municipal boundary. None of them like to work with any of the others. Several of them are constantly in some form of turf battle, and some even sue each other. The last turf battle between Los Angeles County Transportation Commission and the RTD, over who controls the second phase of the Metro Rail subway construction, cost Los Angeles County taxpayers over $140 million, according to Neil Petersen, Executive Director of the Los Angeles Transportation Commission. The picture actually gets worse.

In these six counties, at last count, there were at least nine different public transit systems either under construction or in final planning. Every one utilizes a different non-compatible technology. Six are designed never to cross a municipal boundary. None of them like to work with any of the others. All but one are the most expensive applications of their technologies ever. All will need to be heavily subsidized. Every one will take longer than taking the car, and you will get to LA City Hall from L.A. Airport faster on bicycle than by taking the LAX Shuttle bus to the Green Line to the Blue Line to the Red Line and then hoofing it to City Hall. In short, our transportation planners are leading us down the road to certain failure.

But, there is exciting and challenging news on the horizon. It is a project called the Southern California Monorail Project, and it will revolutionize the way you think about moving around in the 21st century. In the form of a California statewide constitutional ballot initiative for the March 1992 statewide ballot, this initiative, when passed, will:

1. Create a six-county publicly elected Southern California Monorail Transit Authority which will be autonomous from and paramount to all of the 200+ public transit agencies in the six counties;
2. Create and set the ground rules for a private/public partnership to design, build and finance, at minimum, a 2,000 mile six-county high-tech (probably magnetically levitated state-of-the-art) monorail system;
3. Mandate that this entire 2,000 mile system be fully operational no later than December 31, 2012;
4. Mandate that the system be utilized as the six-county freight distribution and collection system and that it be designed as the six-county solid waste management system;
5. Mandate the creation of a privately financed statewide debit card system to be utilized by all providers of public transit services in the state;
6. Create over 600 superb commercial/residential development opportunities to tie into most of the stations (ports);
7. Create over 2000 jobs.

The Southern California Monorail Project (SCMP) is designed from the ground up to avoid the problems faced by all other public transit systems while providing a level and experience of service unmatched by any other transit system. The SCMP will be profitable while solving the transportation and solid waste management problems while helping to reduce the air quality problem. Here's how:

Virtually every public transit system in the world has been designed to accommodate tremendous peak hour ridership levels. With few exceptions, no public transit system carries anything but people. These systems ex-

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P.O. Box 20466, Riverside, CA 92516
THE MYTH OF "HIGH COST" ADVERTISING

by Frank Vessels

A common unfortunate myth holds many businesses back from realizing their true potential. The truth is, advertising does not need to be expensive. In fact, effective advertising, even with a small budget, should bring a significant return on investment within a relatively short time.

In today's competitive business community, all good advertising needs to aim for a measurable payoff. And with the current sophistication available to agencies, all good advertising needs to sell its clients money in the short run, when they do, those agencies are worth their weight in gold.

A common unfortunate myth holds as "product design." At the very least, it will help a business begin to pinpoint its most cost-effective advertising options.

2. Free Advertising Planning

Most reputable agencies have extensive research before they make advertising recommendations. This, usually "free" information often proves invaluable to a company. This information may help in such diverse areas as "product design" or "distribution." At the very least, it will help a business begin to pinpoint its most cost-effective advertising options.

3. "Free" Media Planning and Buying

Most good agencies also provide serious clients with in-depth media planning. Here is one of the most critical areas effecting successful advertising, Strategic ad planning and buying can save clients up to 50% of their advertising budgets while even more than doubling the overall advertising response rate.

A good agency can do this in two ways. First, because agencies usually buy more media than the single typical advertiser, they generally have more bargaining power with the media. This often means dramatic savings for the agency's clients! Second, reputable agencies can afford to be completely objective in what media they buy and how they buy it. Unlike a single radio or television station, cable system, or newspaper company, the ad agency has no "inventory" to sell. It can afford to look objectively at all the client's options independent of personalities and salesmanship. Utilizing state-of-the-art technologies, a good agency will assist its clients in discovering the most cost-effective way of reaching qualified prospects. Not only does this factual information specify which medium is most effective, but it also specifies exactly where and when the advertising will most efficiently reach the client's target market.

And, best of all, agencies are generally paid their commissions by the media themselves, not by the client. The only general exception to this...
$600,000. 

The City of Palm Springs moved immediately to announce that it was open to proposals for the 1990 event. Rick Cole, a Hollywood entrepreneur and operator of the well-known Rick Cole Auction, submitted an informal proposal. The City Council made the decision to proceed exclusively with Cole. At this writing Cole has not experienced profit, and in March of this year he moved immediately to a Chamber of Commerce-sponsored fundraiser begun last spring. Vintag -- the City of Palm Springs is on the calendar for November 15-18."

The racers were strictly vintage machines. It rained that weekend. But people, locals, came out and had a great time. No major funds were realized, but the decision was still to do another one in 1985.

Mayor Sonny Bono urged the return to the city and spearheaded the effort to give the event full city sanction. He saw it as a way to enhance the marketable image of Palm Springs and to generate additional transient occupancy tax and sales tax revenue. Bono's thinking was right on target according to an independent survey conducted after that event by the Jones Agency, a local public relations and advertising firm. Results showed "luxury rooms virtually unavailable at that weekend" and "dramatic increases in retail sales ranging from 8% to 17%.

In the dash to make the event profitable, pro protesters were added to the schedule and drew big names like Stirling Moss, Parnelli Jones, Bobby Unser, Jr., and Roger Mears. Still the promoters did not experience profit, and in March of this year Vintage Grand Prix, Inc., the 1988-1989 management contractors, pulled out of a six-year contract saying that they had lost a significant amount on the most recent race and associated festivities.

In addition to the racing events the Vintage offers a Concours d'Elegance, musical festivities. In addition to the racing events the Vintage offers a Concours d'Elegance, musical performances, and new events like a Chamber of Commerce-sponsored fundraiser begun last spring. VINTAGE SPRINGS. "As we are at full gallop in the age of change. Will you survive? Do you want to? A very successful broker told me that he can't sell any land in Houston. I asked him if he was kidding, because there is so much land in Houston that lenders can't wait to get it off of their books. He answered, "No, I mean land that I can steal." I met with two major New York investors. They both were attracting deals by "the hundreds from all over the country." The towers were interested "as long as it was at wholesale." Their version of wholesale was stealing it.

A very large land developer told me that the fallout will be terrific. There will be opportunities to take over good-smaller land developers and builders at a fraction of what it would have cost six months ago.

These were decent, successful folks who see opportunity by the ton. Will the Japanese ride in and rescue builders? Well, they are now focused on Europe. They feel that we have been insulting them and their money. The rules have changed. But with adversity and dramatic change there is opportunity. If you are bold, organized and not arrogant, you will succeed.

I have been in this industry for 34 years and I have never seen anything like what is going on. It will take luck and contacts to survive this one. There is no insulation from change.

It is time we went right to the consumers, our past customers and voters. Forget the politicians for awhile. Consumers think that we own politicians. Anyway, they are a fickle bunch—first this way and then that way and then no way.

We are in an affordable-housing crisis with major and lasting consequences. How did we get here? Did out greed make it happen? No. Did the politicians care that each dollar they added to the permit, never calling it new taxes, would price out more citizens?

Consumers certainly were not aware of the problem because we seldom mentioned the fact except in builder and Realtor meetings—which was sort of like the choir singing to the choir. We can get all the tools we need to get deals done and planners who would be too only happy to assist in the battle.

I shared the stage with a regional president of a Federal Reserve District. He said the Fed will fight inflation regardless of the coming election; that a GNP of over 2 percent is too high and that an unemployment rate of 5.5 percent is too low. He also said he could see the fight going on for four to six years. "The end result is that a lot of you will be out of business." At the Urban Land Institute's Leadership meetings in February, two good people felt "that "up one out of two buildings would be out of business by 1992." When I mention this to an audience they resentment it.

Do you have an attention span long enough to listen, to develop a "what if" scenario for your own survival, regardless of what happens out there?

This is a time for caution and planning. It is time to make alliances with the new funds that are popping out of the ground. It is for you to prepare the economic and market reasons for these potential allies to venture with you.

Remember that the great revolutions are not just in Eastern Europe. They are in your backyard. The revolutions are not just in finance, which will never be the same due to new players and new criteria, and, later, in the erosion of property rights. You can depend on your voters to revolt against traffic and growth.

Know your market like you knew it before; learn about product diversity (i.e., for the elderly, mixed-use, medical, leisure, warehousing/distribution, franchising). There are opportunities out there but you must wield your curiosity and attention span.
## BOOK OF LISTS

### INDUSTRY TABLE OF CONTENTS

- Advertising Agencies
- Airlines
- Architectural & Engineering Firms
- Automobile Dealers
- Automobile Dealers-Luxury
- Automobile Leasing Companies
- Banks
- Cellular Phone Dealers
- Chamber of Commerce
- Colleges & Universities
- Commercial Development Projects
- Commercial & Industrial Contractors
- Commercial Interior Design Firms
- Commercial Real Estate Brokers
- Commercial Real Estate Developers
- Computer Retailers
- Copier Sales
- CPA Firms
- Employers (Largest in I.E.)
- Environmental Companies
- Escrow Companies
- Executive Employment Agencies
- Executive Office Suites
- Franchisers
- Freight Carriers
- Health Care Public Companies
- Health & Fitness Clubs
- HMO's/PPO's
- Hospitals
- Hotels
- Hotel Meeting Facilities
- Inland Empire Cities (20)
- Insurance Companies
- Inter-Connect Vendors
- Interior Design Firms
- Law Firms
- Long Distance Telephone Carriers
- Management Consultants
- Management Courier Services
- Management Firms
- Office Furniture Retailers
- Office Industrial Parks
- Pay Phone Vendors
- Printing Companies
- Property Management Firms
- Public Relations Agencies
- Radio Stations
- Residential Real Estate Brokers
- Residential Real Estate Developers
- Resorts in the Inland Empire Area
- Savings & Loan Associations
- SBA Lenders
- Security Alarm Systems
- Security Brokers
- Security Guard Firms
- Shopping Centers
- Substance Abuse Centers
- Suite Hotels
- Telecommunication Equipment Vendors
- Temporary Personnel Agencies
- Title Companies
- Travel Agencies
- Trucking Companies
- Utility Companies
- Venture Capital Firms
- Visitor & Convention Bureaus

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**1991 ISSUE**

**RELEASE DATE**

September 1, 1990

Ad Deadline June 30, 1990
La Costa offers two challenging 18 hole golf courses.

Today there are numerous hotels and resorts that cater to the needs of over-stressed business men and women. Whether on vacation or business, these hosts send guests home feeling relaxed and refreshed.

La Costa Hotel And Spa

The La Costa Hotel and Spa in Carlsbad is one of the world's leading resorts and meeting sites. It is a total vacation destination, offering a 50,000-square-foot Conference Center, two eighteen-hole championship golf courses, a twenty-three-court racquet club, a spa and health center, eight restaurants, and a 180-seat movie theater, which shows first-run films nightly.

Other amenities available to La Costa guests include the use of saunas, whirlpool baths, rock steam rooms, Roman pools, and whirlpools. For guests looking to be pampered, there are massages, full facials, manicures and pedicures.

Exercise classes, in a variety of regimens, are offered daily and La Costa staff members are available to help guests design a fitness program suited to their personal interests and goals. A resident nutritionist is available to give guests a computerized nutrition consultation. A personal profile is designed for each guest to help guests make the best diet plans. The fitness center is open for guests who wish to enjoy it and utilize the fitness center, which is open 24 hours a day, seven days a week, 365 days a year.

The Spa at La Costa offers a variety of vacation alternatives ranging from the pampering of the original Spa Program to the revolutionary Life Fitness Program. The seven-night Spa Program includes full American plan (breakfast, lunch, and dinner), daily spa admission, nutritional and skin analysis, daily massage, herbal wrap, complimentary golf and tennis, "Sunbrella" tanning, ultimate cleansing facial, Orthion treatments, spot toning, and extra beauty services such as shampoos and sets.

For those looking for a shorter stay, La Costa offers the three-day/two night "Spa Sampler" package allowing guests to take advantage of several spa services for a low price. The program features deluxe accommodations, spa admission and service charges, half-hour daily massage and unlimited exercise classes.

A change of lifestyle is also possible at La Costa for those guests participating in the seven-night Life Fitness Program. The program begins on Sunday of each week and includes a regularly scheduled trip to a local supermarket to learn how to "shop healthy," lectures on how to dine out "healthy," cooking demonstrations, exercise periods, relaxation techniques, plus a variety of pampering spa treatments. A medical doctor, lifestyle counselor, nutritionist, and exercise physiologist staff the program and together prescribes a detailed exercise and nutrition regimen tailored to each guest's individual needs.

The seven-night program includes full American plan (breakfast, lunch, and dinner), nutrition and skin analysis, La Costa's daily vitamin and mineral

regimens, daily massage, three facials, three herbal wraps, a loofah salt glow scrub, a private make-up session, hairstyle, pedicure/manicure, and complimentary golf and tennis.

La Costa's 50,000-square-foot modular designed Conference Center features an 8,000-square-foot grand ballroom for gala events or large social functions, and fifteen individual meeting rooms, ranging in size from 576 square feet, to 1,716 square feet and including a large meeting and executive board room. The Grand Ballroom can accommodate up to 1,000 for receptions, or 660 for banquets.

The Conference Center is supported by a state-of-the-art Media Center, featuring advanced audio-visual techniques, multi-lingual simultaneous translation capability, recording and duplicating, transmission and reception of live or pre-recorded communications, films, casts, three rear and single-front projection for film, slides, transparency and video. For more information, call (619) 438-9111.

The Phoenician Resort

The Phoenician Resort in Phoenix is one of the Valley's premier corporate homes and conference centers because it was designed specifically to meet the varied needs of frequent travelers. The conference space comprises 28,500 square feet of indoor space, divisible into ten conference areas and five outdoor facilities, which can accommodate groups from 200 to 650. All facilities are fully equipped with audio visual capabilities.

When it's time to relax, Crescent offers an abundance of activities including a pool, fully-equipped health and fitness center, spa, and tennis and squash courts. Each guest room includes two telephones, a 32-inch Sony television, stereo/radio, twice daily maid service and turn-down, and a fully-equipped bathroom. The lounge offers a large screen TV with VCR, magazine library, newspapers, book library, and games.

In addition to the variety of recreational amenities on property, The Crescent is accessible to horseback riding, jeep tours, hot air ballooning, and much more. Sight-seeing tours include Grand Canyon, National Park and Monument, Sedona/Oak Creek Canyon (a mecca for art lovers and collectors), Jerome (a ghost town), Lake Powell/Glen Canyon Dam and National Recreation (a water sport paradise), Canyon de Chelly (prehistoric ruins), and Navajo National Monument.


For more information, call (602) 943-8200.

The Phoenician Resort

The Phoenician Resort in Scottsdale is a secluded vacation retreat nestled at the base of Camelback Mountain on 130 acres. An incomparable art collection, including bronze sculptures by Allan Houser, and photorealistic waterscapes by David Kessler complements marble floors and walls, crystal chandeliers, and exquisite furnishings and accessories.

Each 600-square-foot guest room features, among other amenities, McGuire rattan furniture, hand-selected art, three telephones (two lines plus a dedicated line for personal computer hook-up), a twenty-seven-inch remote-control stereo television, and a wall safe. Each of the luxury casitas which surround the resort's tropical lagoon offers private parking, a fireplace, walk-in closets, a kitchen, and a superb view of Camelback Mountain.

The resort offers three distinctive dining establishments, including Mary Elaine's, a fine gourmet French dining restaurant; The Terrace, which specializes in Continental cuisine; and Windows on the Green, which overlooks the eighteenth hole of the golf course and features Southwestern fare.

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Unparalleled elegance is artfully expressed throughout the 605 guests quarters with a stunning 25-million dollar art collection.

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Live entertainment can be enjoyed throughout the resort from classical music played daily on the Steinway, to a harpist at afternoon tea, to an upbeat jazz ensemble in the lounge.

The Tennis Garden features ten lighted championship courts. The Phoenician Health and Beauty Spa includes an extensive fitness center, saunas and steam baths, a juice bar, and fully-equipped locker rooms. A nationally-acclaimed eighteen-hole golf course designed by Homer Flint is available to guests. The 6,500-yard, USGA-approved course rates a par 71.

The Phoenician's serene setting is enhanced by a tiered oasis of seven pools including an oval pool tiled in mother-of-pearl. Cascading waterfalls, an exotic whirlpool, two children's pools, and a 165-foot waterslide round out the resort's water sports facilities. For more leisurely activity, the resort offers a collection of fine shops and boutiques showcasing men's and women's fashions, gifts, and exquisite art.

Meeting facilities include 60,000 square feet of function space which can serve up to 2,000 people. Highlights include the 22,000-square-foot Phoenician Grand Ballroom and areas specially designed for business and social events, including a full-service business center.

The resort's audio-visual capabilities are unequalled anywhere in Arizona. The multimedia Estrella Theatre is 5,720 square feet and provides satellite teleconferencing capabilities, a computerized audience interactive response system, simultaneous translation into eight languages, and the ability to combine independent systems to transmit programs to any of the convention or guest facilities.

For more information, call (602) 423-2405.

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For more information, call (602) 423-2405.
Criminal Liability for Supervisors and Management: An Inland Empire Issue for the Nineties

by Russell J. Thomas, Jr.

At the present time most statutes that are designed to protect employees or which make certain types of conduct on the part of employers unlawful are enforced through civil lawsuits. If an employee prevails in such a suit against a corporation or business entity, the individual is awarded some statutory and the Legislature legislative enactments. For example, most new employee who prevails in a lawsuit brought under the statute to recover not only compensatory damages but also attorneys' fees and costs.

The use of the criminal process in other types of business regulation has been with us for many years. For example, in the antitrust area, consumer fraud, and with respect to the regulation of securities, criminal proceedings have occurred on a regular basis. The thinking behind this development is that the managers and supervisors personally accountable or responsible for the wrongdoing they seek to prevent or an insurance carrier to pay a damage award. It is believed that simply with an award, and that the individual supervisor or manager remains unscathed. In order to bring about individual accountability for executives, it is thought that resort to criminal prosecutions should be used more frequently.

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Be sure to ask about our San Francisco Bay Area Location
The City of Moreno Valley incorporated in 1984 with a population of 49,702 people; five years later the population has increased to 115,000 with no signs of the dizzying rate of growth slowing down. Such a pace might overwhelm some communities, but Moreno Valley adopted a progressive comprehensive General Plan in 1988 and has managed its growth in such a way as to improve the quality of life for people in this community.

Many residents view the growth as an opportunity to grow along with the city. Pat Dorobiala was attracted to Moreno Valley and realized that there would be expanding opportunities for my own company. She said Dorobiala owns DMA, Inc., a management consulting firm to businesses and homeowner associations. Despite an active business, she's managed to find time to carve a place for herself in the community through memberships in the Chamber of Commerce, the Women's Networking Group and the American Association of University Women.

"In Moreno Valley I feel like an active, contributing member of the community," she said. "There are so many opportunities for residents to get involved and help shape the future!"

A similar spirit of involvement and voluntarism spurred Paulette Davis to serve as vice chairwoman of the Friends of the Moreno Valley Senior Center, which she's been involved with since its creation in 1984.

"The purpose of the organization is to help raise funds for the Senior Center, the van service for the elderly and handicapped, and other Senior programs," she noted.

"Starting in July, we'll have a senior citizens' softball league," said Bob Miles, the City's superintendent of recreation. "In addition, they and their families enjoy a wide range of activities, from softball and soccer leagues to tennis, volleyball and karate."

He noted that the wide range of activities and programs sponsored by the City are expanding to meet the growth of the area. Moreno Valley currently has 94 acres of park land, for example, with 176 more acres scheduled to be opened within the next two years.

Educational opportunities are expanding also. "The Moreno Valley campus of Riverside Community College is here to serve the entire community, and will offer educational, cultural and recreational opportunities for everyone," said Campus Dean David Richardson. Construction for Phase I is currently underway on the 130-acres site. "The campus will offer a complete academic program for full-time students, as well as free community classes open to the public," said Richardson. There will also be joint ventures with the City, which will include a public park, pool and theater on campus. The campus will officially open on March 13, 1991, coinciding with the 75th anniversary of Riverside Community College. When all three development phases are completed, the college will serve about 12,000 students.

To meet the demand for hospital care, the Moreno Valley Medical Center is under construction, and is scheduled to open in September, 1990. The $35 million full-service community hospital will be a 96-bed facility, with a 24-hour emergency and outpatient service, employing approximately 250 people.

Mayor Denise Lanning also believes that the best is yet to come for Moreno Valley. "We're making great strides toward this challenging goal," asserted Lanning, "and people from all walks of life are involved in this exciting process!"

Quick Take

The Western Division of Cumberland-Swan, Inc. located in Rancho Cucamonga was presented an award for safety from Liberty Mutual Insurance Corporation. The award recognizes the company for working more than 130,000 manhours without a loss-time accident.

Cumberland-Swan is a manufacturer of health and beauty aid products serving the Western United States. The Western Division Plant employs 32 people.
Bucking the state-wide trend which saw prices for single-family resale homes decrease slightly in recent months, prices for homes in San Bernardino and Riverside counties continued to show hefty increases — both month-to-month in most months and versus a year ago. While fluctuating, the number of resale units sold remained fairly steady versus a year ago.

Simultaneously, the industrial market has continued to boom in the Inland Empire, especially in the "west end" comprised of Chino, Fontana, Montclair, Ontario, Mira Loma and Rancho Cucamonga. A total of 3.4 million square feet of industrial space was sold or leased in the first three months of 1990 in Riverside and San Bernardino counties, according to a study by Grubb & Ellis, with 2.5 million square feet attributable to the west end, nearer Los Angeles.

According to TRW real estate data, the average price of a resale home was $144,851 in Riverside in April 1990; versus $131,252 in April of 1989. The situation in San Bernardino was comparable if slightly lower: $139,874 this April versus $129,259 in April of last year. The average price of a resale home was higher in the Inland Empire: Corona ($144,861) the decrease was less drastic than the average reported statewide. Overall, homeowners in the two-county area have reason to be thankful.

While it is true that average single-family home resale prices softened slightly in Riverside in April versus March — going from $146,891 to $144,861 — the decrease was less drastic than the average reported statewide. Overall, homeowners in the two-county area have reason to be thankful.

Corona has been the fastest-growing city in the state with a population of at least 50,000 for several years running, and here civic services and utilities have kept pace with growth. City promotional literature touts this fact. Says Jim Bradley, executive vice president of the local Chamber of Commerce, "Being the fastest-growing city does carry a certain amount of prestige. It shows a positive side of your city as long as you do it right. But if it's just showing growth for growth's sake, then it's suicidal."

Riverside/San Bernardino's strength as a high-growth area is further reflected in the fact that it placed second in the nation in new housing starts during the first quarter with 7,991 units, right behind much larger Los Angeles/Long Beach. Though new unit construction tumbled showing growth for growth's sake, then it's suicidal."

In a just-completed nationwide survey that asked executives how important participatory sports activities are to business connections and networking, only four percent of respondents considered them very important and a full 57 percent said they were unimportant. The survey was developed by Accountemps, the world's largest temporary personnel service for accounting, bookkeeping and information systems, and was conducted by an independent market research firm among executives of 200 of the nation's 1000 largest companies. Respondents were asked: How important is it for business connections and networking to participate in sports activities with colleagues? Their answers were: very important, 4%; somewhat important, 39%; somewhat unimportant, 28% and not at all important, 29%.

In today's high-pressure business environment, even networking techniques are evaluated for their ability to achieve maximum results," said Max Messmer, chairman of Accountemps. "The need to make every minute count just doesn't accommodate frequent relaxed sports outings when business is the motive. "This certainly doesn't diminish the importance of networking or physical exercise," said Messmer. "But the 15 minutes of business previously conducted over 18 holes of golf may have gone the way of the three martini lunch."
In the range of critical issues facing the Inland Empire, none exceeds in urgency in our view the future need for potable water. Not traffic gridlock on our freeways, not the quality of air, not mass transit — nothing is more important than our future water supply here. Even now, groundwater throughout much of the Inland Empire must be blended with purer water from Northern California to be palatable. What happens if those supplies of purer water dry up? Hard water could spell hard times for those communities accustomed to rapid and seemingly unending growth, based upon ample soft water supplies.

We support a regional task force to ask questions and seek answers as to what our future water resources will be in the Inland Empire, and to encourage private utilities to bring in more pure water.

SPORTS TWINPLEX MAKES SENSE

We applaud the city of Fontana leadership for having the vision and foresight to choose a site a piece of the action in the sports complex itself. This ought to make them want to stay and build for the future.

INLAND EMPIRE BUSINESS JOURNAL

"No one covers Inland Empire business like The Business Journal"
This month the Inland Empire Business Journal conducted an in-depth interview with Marvin Malecha, Dean of the College of Environmental Design at Cal Poly Pomona.

IEBJ: Tell us something about the history of your various architecture programs. For example, when did your school begin, and when were various specialties added to the curriculum?

The College of Environmental Design is comprised of four departments: Architecture, Landscape Architecture, Urban and Regional Planning, and Environmental Studies. In addition there are support centers which complement the academic units. These include, The Institute of Environmental Studies, The Center for Environmental Design Education, The Institute for Environmental Design Research, The Computer-Aided Instruction Laboratory and The College Resource and Collection and Archive.

The Department of Landscape Architecture was the first academic program, initiated in 1957 within the School of Agriculture. Urban and Regional Planning came as an option in 1966 and when the Architecture option was initiated in 1969 the three programs were organized as a division of Environmental Design within the School of Agriculture. In 1971, the School of Environmental Design was founded with three departments. In 1985, College status was granted to the school, and in 1987 the Department of Environmental Studies was founded. The College Resource Center was founded in 1972 and the Archive was added in 1985. The Computer Aided Instruction Laboratory was established in 1984. The Institute for Environmental Design and the Institute for International Studies were founded in 1987. The Center for Environmental Design Education, currently the College is working to establish a Center for Urban Research; discussions are underway with the City of Ontario. We are also nearing the initiation of an Interior Architecture Program.

IEBJ: To what do you attribute the excellent reputation of your programs?

Our students are well prepared to enter professional practice and they have been given a broad education. The College has adapted the following quote as a motto: "Some knowledge of the past, some vision of the future, some skill to do useful service, some urge to fit that service into the well being of the community, these are the vital things that education must try to produce." Virginia Golden Sleeper, Educator.

IEBJ: From where do you tend to draw the majority of your students?

The majority of our students are from Southern California, however we do draw students from the entire state of California. In fact we attract more than 1400 applications in architecture for 140 positions.

IEBJ: Could you give us an overview of the curriculum of your majors (specialties)?

The core curriculum in Architecture includes various introductory courses, 11 courses in architectural design, plus courses in structures, building construction, environmental controls, historical architecture, seismic design, urban planning, etcetera. Additionally, there are 14 electives. The landscape architecture option includes various introductory courses, basic, intermediate and advanced landscape design, landscape construction, plant materials and design, urban landscape, world gardens, etc. Additionally, there are many electives, some of them very practically-oriented such as "turf management" and "landscape sprinkler architecture."

The urban regional planning option is a very broadly-based program incorporating urban planning, research, graphics and design, urban transportation, plan development, the history of urban planning in America, regional planning, growth management, industrial development, neighborhood revitalization, computer aided planning, and many more disciplines.

IEBJ: Could you give us an estimate of what percentage of your graduates you place or are currently working in fields doing considerable business in the Inland Empire?

We place approximately one-quarter of our graduates in the Inland Empire.

IEBJ: Could you tell us something about your background?

I am a Minnesotan by birth. I attended St. Thomas College in St. Paul, The University of Minnesota and Harvard University. I am married with two children and have lived in California, specifically Claremont, since 1976. I am an architect as well as an educator and I continue to maintain a consulting practice to stay relevant in my profession and thereby refresh my teaching. I have experience in corporate practice and worked on a number of large projects, the most recognizable of which is Citicorp Center in New York (the silver angled roof structure) while I was at Hugh Stubbins and Associates.

IEBJ: What do you enjoy most about your work?

I enjoy nurturing the creative spirit in people. The Dean's job is a people job; I like people.

IEBJ: What do you enjoy least about your work?

I have become quite accustomed to people turning people away from our College because we do not have the resources to teach them. I must try to make quality on the basis of broken promises our politicians make. California needs enlightened leadership to support education.

IEBJ: How do you like to spend your time away from your work?

I enjoy travel, not in organized groups but on my own with my wife. I also love to sketch.
# Largest Inland Empire Distribution, Manufacturing and Industrial Projects (Ranked by Total Footage Planned by Developer)

<table>
<thead>
<tr>
<th>Facility Name/City</th>
<th>Size (Sq. Ft.)</th>
<th>Space (Total/Contiguous)</th>
<th>Profile</th>
<th>Site Focus</th>
<th>Amenities</th>
<th>Leasing</th>
</tr>
</thead>
<tbody>
<tr>
<td>R.C. Dist. Center 1</td>
<td>1,426,994</td>
<td>93,346/32,900</td>
<td>Lease/Build</td>
<td>who/dist.</td>
<td>Sante Fe Rail Service</td>
<td>T. Evans/D. Longo/D. Santoro/Coldwell Banker (818) 810-6444</td>
</tr>
<tr>
<td>SDC Fontana</td>
<td>937,000</td>
<td>555,000/181,000</td>
<td>Lease/Build</td>
<td>who/dist.</td>
<td>So. Pacific rail service</td>
<td>SDC Development (714) 644-6440</td>
</tr>
<tr>
<td>Ontario Dist. Center</td>
<td>900,000</td>
<td>90,000</td>
<td>Lease/Build</td>
<td>who/dist.</td>
<td></td>
<td>R. Fuller/R. Johnä/Pontang/Coldwell Banker (714) 787-6990</td>
</tr>
<tr>
<td>Sunwest Professional Park</td>
<td>750,000</td>
<td>106,000</td>
<td>Lease/Build</td>
<td>Retail/Industrial</td>
<td>On-site leasing agent</td>
<td>Jack McDuffie/The Sunset Group (714) 788-0830</td>
</tr>
<tr>
<td>Hayes Industrial Center</td>
<td>700,000</td>
<td>250,000</td>
<td>Lease/Build</td>
<td>Local Pacific rail service</td>
<td>D. Hayes (714) 545-6566</td>
<td></td>
</tr>
<tr>
<td>Ontario Dist. Center</td>
<td>683,000</td>
<td>380,000</td>
<td>Lease/Build</td>
<td></td>
<td></td>
<td>G. Ewens/T. Evans/D. Longo/L. Santoro/Coldwell Banker (818) 810-6444</td>
</tr>
<tr>
<td>Rancho Cucamonga Distribution Center</td>
<td>633,000</td>
<td>633,000</td>
<td>Lease/Build</td>
<td>Sante Fe rail service</td>
<td>T. Evans/D. Longo/L. Santoro/Coldwell Banker (818) 810-6444</td>
<td></td>
</tr>
<tr>
<td>Gateway Dist. Center</td>
<td>600,000</td>
<td>450,000</td>
<td>Lease/Build</td>
<td>Southern Pacific rail service</td>
<td>J. Dick/G. Ewens/T. Evans/D. Longo/Coldwell Banker (818) 810-6444</td>
<td></td>
</tr>
<tr>
<td>Lincoln Dist. Ctr.</td>
<td>590,000</td>
<td>271,000</td>
<td>Lease/Build</td>
<td></td>
<td></td>
<td>T. Evans/F. Geraci/D. Dick/D. Longo/Coldwell Banker (818) 810-6444</td>
</tr>
<tr>
<td>San Bernardino Industrial Park</td>
<td>520,284</td>
<td>175,029</td>
<td>Lease/Build</td>
<td>Manufacturing/Industrial</td>
<td>T. Evans/D. Longo/L. Santoro/Coldwell Banker (818) 810-6444</td>
<td></td>
</tr>
<tr>
<td>Park Atlantis North</td>
<td>500,000</td>
<td>100,000</td>
<td>Lease/Build</td>
<td>Mixed Use/Industrial</td>
<td>Located in Aqua Mansa</td>
<td>M. Haworth/Coldwell Banker (714) 788-0830</td>
</tr>
<tr>
<td>Marbrough Square</td>
<td>500,000</td>
<td>33,000</td>
<td>Lease/Build</td>
<td>Mixed Use/Industrial</td>
<td>Located in Aqua Mansa</td>
<td>Scott Pieme/Koll (714) 781-8600</td>
</tr>
<tr>
<td>Sterling Series</td>
<td>480,000</td>
<td>480,000</td>
<td>Lease/Build</td>
<td>Southern Pacific rail service</td>
<td>R. Blakeley/C. Bryans/J. Spindler/Gubbi &amp; Ellis (714) 983-2330</td>
<td></td>
</tr>
<tr>
<td>Colavini 444</td>
<td>444,000</td>
<td>444,000</td>
<td>Lease/Build</td>
<td>Sante Fe rail service</td>
<td>F. Geraci/D. Longo/Coldwell Banker (818) 810-6444</td>
<td></td>
</tr>
<tr>
<td>O'Donnell Industrial Center</td>
<td>439,000</td>
<td>190,000</td>
<td>Lease/Build</td>
<td>Manufacturing</td>
<td>Sante Fe rail service</td>
<td>T. Evans/F. Geraci/D. Longo/D. Santoro/Coldwell Banker (818) 810-6444</td>
</tr>
<tr>
<td>Westgate Dist. Center</td>
<td>420,339</td>
<td>124,400</td>
<td>Lease/Build</td>
<td>Warehouse Dist. Industrial</td>
<td>Easy Freeway Access</td>
<td>C. Moon/Gubbi &amp; Ellis (714) 937-0881</td>
</tr>
<tr>
<td>Corona Hills Industrial Park</td>
<td>421,479</td>
<td>217,541</td>
<td>Lease/Build</td>
<td>Manufact/Dist.</td>
<td></td>
<td>Dick Ruby/Coldwell Banker (714) 788-0830</td>
</tr>
<tr>
<td>Champagne Series</td>
<td>347,300</td>
<td>347,300</td>
<td>Lease/Build</td>
<td>Who/dist.</td>
<td></td>
<td>T. D'Angelo/K. Blakeslee/G. Blom/Gubbi &amp; Ellis (714) 983-4556</td>
</tr>
<tr>
<td>Principle</td>
<td>315,000</td>
<td>315,000</td>
<td>Lease/Build</td>
<td>Sante Fe rail service</td>
<td>F. Geraci/Coldwell Banker (818) 810-6444</td>
<td></td>
</tr>
<tr>
<td>Rancho Cucamonga</td>
<td>303,000</td>
<td>69,000</td>
<td>Lease/Build</td>
<td>Build to suit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pacemaker Indus. Center</td>
<td>243,000</td>
<td>243,000</td>
<td>Lease/Build</td>
<td>Manufacturing/Distribution</td>
<td>M2 zoning</td>
<td></td>
</tr>
<tr>
<td>West Corona Industrial Park</td>
<td>199,007</td>
<td>144,273</td>
<td>Lease/Build</td>
<td></td>
<td>Manufacturing/Dist. 250 acre master-planned park</td>
<td>G. Harvey/A. Day/Coldwell Banker (714) 788-0830</td>
</tr>
<tr>
<td>Corona West Industrial Park</td>
<td>157,993</td>
<td>89,449</td>
<td>Lease/Build</td>
<td>Manufacturing/Dist. H-4 occupancy ratings for more</td>
<td>D. Costantini/Koening/Coldwell Banker (714) 788-0830</td>
<td></td>
</tr>
<tr>
<td>Interchange Industrial Park</td>
<td>146,253</td>
<td>89,335</td>
<td>Lease/Build</td>
<td>Manufact/Dist.</td>
<td>Easy access to I-15 &amp; I-10</td>
<td>D. Costantini/B. Carroll/Coldwell Banker (714) 788-0830</td>
</tr>
</tbody>
</table>
Advertising Cont. From Page 9

is the larger, daily newspapers. But even here, there are strategic ways a good agency can help its clients 'negotiate' lower rates through the use of better, more sophisticated planning.

4. Ads That Work (the best news of all)

Nothing in advertising is as important or as valuable as a well produced ad!

More and more research points to the primary importance of an ad's structure and content, making up to a 1500% difference in response between one ad and another! Contrary to what many people believe, gambling on 'trial and error' advertising is avoidable. Yes, there will be mistakes, but good, science of producing brochures, print ads, billboards, radio spots, television commercials, and sales videos that really do sell a company's product or service.

Newspapers are usually not seriously trained in advertising. They shouldn't have to be. Their specialty is putting out art. Even highly qualified print shops and graphics studios are rarely qualified to do serious advertising, and most will readily admit it. More advertising dollars are wasted on running hopelessly flawed advertisements than on any other single area of advertising.

Too many advertisers spend thousands of dollars on brochures, direct mail, or high-cost media, and devote next to nothing in terms of cost of expertise to develop the right "message." The most important role of an advertising agency is to make sure the client's target market not only sees and/or hears the right message, but that it responds to that message in a concrete, measurable and consistent fashion.

Advertising can be a jungle! Businesses do waste millions of dollars each day on advertising, but that just doesn't work. But they don't need to. There are advertising agencies out there which will make a dramatic positive difference to their clients' bottom line. And when it's a win/win situation, it can mean very large winnings indeed!

Monorail Cont. From Page 8

experience about 80% of their peak usage for two hours in the morning and two hours in the evening. In between 9:00 a.m. and 4:00 p.m. on weekdays, existing transit systems can vary widely for capacity utilization. Between 7:00 p.m. and 6:30 a.m., transit systems are nearly deserted. That's why most systems close down between 1:00 a.m. and 6:00 a.m. Conversely, the SCMP is being designed to be at 98% capacity utilization 24 hours a day, 360 days a year. It will do this by filling its peak usage gaps with the movement of freight and solid waste (in sealed trains). No form of commercial transportation ever makes money carrying passengers only, and public transit is no exception. During the hours of little passenger usage and little freight usage, the SCMP will move solid waste out to two or three remote sites. At these sites, the waste will be sorted and recycled. Non-recyclable combustibles will be converted into energy to power the system and to augment the urban power grid. What little is left will go into landfills. This provides the SCMP with a sizeable profit, high-utilization rate, 24 hour-a-day service, and all of this without any public subsidy after the 20 year half-cent sales tax drops off.

What does the SCMP mean to the Inland Empire? Besides reduced road usage and traffic congestion, the Inland Empire will be tied together with a much more efficient form of transportation built in a network or grid. Each station (portal) center will offer an employment base and potential location for high-density housing. Traditionally, public transit means quality jobs, and the future of the area in mind.

Jeff Amos
(714) 556-4917
Elliot Starts Construction Of 41-Acre Project In Fontana

General contractor Elliott Corporation has started phase I construction at the $36-million Inland Distribution Center, a 41-acre industrial complex in Fontana.

Two manufacturing and distribution facilities are being built in the $20-million phase I project, located at Slover and Jasmine.

L.A. Gear Signs Lease At SDC Development's $40-Million Inland Distribution Center

L.A. Gear Inc. has signed a lease valued in excess of $14 million at the yet-to-be-built Inland Distribution Center in Fontana.

The 10-year lease is for a 402,532-square-foot distribution facility at the $40-million Inland Distribution Center.

Radiology Manager Appointed At New Rancho Cucamonga Health Care Facility

San Antonio Community Hospital has announced the appointment of Kendall C. McKee as Radiology Manager at the new outpatient facility which will open in June 1990.

Lusardi Begins $4.75 Million Colton Industrial Project

Lusardi Construction Company has begun building a $4.75 million project including seven concrete tilt-up office and light industrial/distribution structures in Colton for Caliber Development.

The buildings, ranging from 6,000 to 88,000 sq. ft., will be situated at the intersection of Highways 215 and I-10.

Hope Completes Construction Documents For Riverside Justice Center

Hope Architects and Engineers has completed construction documents for the Riverside Southwest County Justice Center in Rancho California. It will now go to bid.

The project includes a 126,000 sq. ft. jail and a 31,800 sq. ft. sheriff's patrol station as part of an overall $33.6 million justice center.

The Rouse Company Announces Third Major Department Store To Join Canyon Springs Mall In Riverside

The Rouse Company developer of Columbia, Maryland, has lured Montgomery Ward to join the new Canyon Springs Mall, the first phase of which will be an 800,000 square foot upscale fashion retail center being developed in Riverside. The Rouse Company is developing Canyon Springs Mall in a joint partnership with T&S Development of Riverside.

George Donaldson Promoted To Post At New Del Webb Community

Del Webb Corporation has promoted George H. Donaldson to director of planning and development for the company's new active adult community in the Coachella Valley.

Moreno Valley Negotiating Agreement For Development Of Wholesale Warehouse

The economic development department of the City of Moreno Valley has requested that the City Council allow it to proceed with negotiations that would result in bringing Price Savers, a wholesale membership warehouse headquartered in Salt Lake City, Utah, to the community.

Sunland-Inland Empire President Shall Named To Temecula Valley National Bank Board of Directors

Harry Shull, president of Sunland Communities' Inland Empire Division, has been appointed as one of nine directors to the board of the new Temecula Valley National Bank, according to Harvey Mitchell, president of parent Escondido National Bank and its holding company, ENB.

The new bank is scheduled to be operating as a separate entity by July.

Marketing Team Named For Rancon Business Center

Steven Palmer, director of marketing for commercial properties developed by the Rancon Realty Funds, and Kevin Nellis, marketing manager for Rancon Financial Corporation, have assumed responsibility for property sales and leasing at Rancon Business Center, a 590-acre, master-planned commercial and industrial park in the Temecula Valley.

Philly In Ontario

Hedley Builders, Inc. of Newport Beach has begun construction on Philadelphia Partnership located on East Philadelphia Partnership in Ontario for Philadelphia Partners.

The three concrete tilt-up commercial buildings total 85,653 sq. ft., offer excellent freeway access and are near the Ontario Airport.

$5 Million Office Project Slated For Victorville

Construction is scheduled to begin during the second quarter of 1990 on Civic Business Centre, a $5 million office project in Victorville, says David Hiller, vice president at Three D Enterprises of Sherman Oaks, developer of the project.

Up The Ladder In Chino

Robert J. Schurheck has been appointed executive vice president and chief financial officer of Chino Valley Bank. He will also hold the position of chief financial officer for CVB Financial Corp., parent company of the bank. Schurheck joins CVB following sixteen years with The State Bank in Arizona, where he was senior vice president and cashier.

First Phase Of 300-Acre Mixed Use Project Underway In Moreno Valley

Construction is underway in the City of Moreno Valley on CenterPointe Office Plaza, the $6 million first phase of the master-planned 300-acre CenterPointe business park, one of the largest mixed-use developments in Riverside County, states Ferguson Partners of Irvine, developers.
Empty Promises: Bashing Toshiba Boom Boxes May Be Only The Beginning

by Paul Hyman

There always needs to be a bad guy. And now that the Soviets have become our dear friends, guess who's up next? Bashing Toshiba boom boxes may have been only the beginning. Today it's difficult to find anyone who will say anything nice about the Japanese, and there seems to be a steady erosion of the cordial mood toward that country. According to a TimesCBS News poll this month, 25% of Americans say their feelings about Japan are "unfriendly," up from 19% last June and 9% in 1985.

What's the root of all this hostility? The survey cites two factors: the purchase of "landmarks," like Rockefeller Center and Columbia Pictures, and the end of the cold war with the Soviets. But regardless of other reasons, such a shift in sentiments could complicate an already difficult relationship with Japan. Rising anxieties have begun to increase pressure for stronger measures on trade issues, say politicians.

Recently on a program entitled "Reassessing U.S.-Japan Relations: A Public Debate," one of the speakers, Seizaburo Sato, a foreign policy advisor to several Japanese prime ministers, made reference to this "great transition period" between the two countries, and noted that it is important the "two largest economies in the world maintain (strong) relations."

But another speaker, Goldman Sachs International Vice Chairman Robert Hormats, while agreeing with Sato, chastised Japan for being "very slow in accepting its role in the world economy. It should not be necessary for other countries to pull Japan kicking and screaming to accept its global responsibility," he said.

There is a long history of the United States urging Japan to "play fair." In August 1972, President Nixon met with Prime Minister Tanaka to discuss the expanding U.S. trade deficit with Japan, which had topped an unprecedented $3.8 billion. To remedy the situation, Nixon called on the Japanese to reduce their non-tariff trade barriers, to buy more American-made computers, and to liberalize their businesses and distributions.

In response, the Japanese government promised to try to promote U.S. imports, to permit more sales of U.S. computer products in Japan and "to reduce the imbalance to a more manageable size within a reasonable period of time" — about three or four years.

Seventeen years later, on October 19, 1989, U.S. Trade Representative Carla Hills spoke to the Japan National Press Club in Tokyo about her concern regarding the massive U.S.-Japan trade deficit — an unprecedented $30 billion.

There's a tradition in Japan that every aspect of life has a front, omote, and a back, ura. Omote is the exterior, ura is the inside, or heart. Often, to avoid offending another party, a ten, to avoid offending another party, a Japanese will say exactly the opposite of what he really believes.

It is 18 years since Japan promised to open its doors to imports, and during that time the trade imbalance has increased thirteenfold. If our two countries are ever going to reestablish the strong bond they both crave, we'll need a little less omote and a lot more ura.
IDEAS FOR THE INLAND EMPIRE

JUNE 25 – JULY 2 1990

IDEAS FOR THE INLAND EMPIRE

The Future Of Entrepreneurship In The Inland Empire

by Gerard D. Muttukumaru

In the immortal words of Peter Drucker, "The purpose of business is to create and keep a customer." Ted Leavitt, the Dean of Marketers adds, "All energies of the entrepreneur should be directed toward satisfying the customer, no matter what." Without customers, there is no business. The process of getting and keeping customers is marketing. Leadership and marketing are the driving forces of entrepreneurship.

An entrepreneur is often characterized as a risk taker, an adventurer, the modern day version of a prospector or even a cowboy. He or she is constantly identifying and seizing opportunities. "Seize the day," Robin Williams exhorts his followers in Dead Poets Society. This is what an entrepreneur must do to fulfill his or her destiny.

Opportunities abound in the Inland Empire. Yet these very opportunities can result in an obsessive even Machiavellian pursuit of opportunism without regard to the basic tenets of decent human behavior. Progress at any cost is destructive.

One thing that transcends marketing is leadership, and it is this fact that can make or break an entrepreneurial company. "The vision thing" is what distinguishes an entrepreneur from an organization or corporation man.

The entrepreneur must have a clearly articulated vision, mission and purpose for the enterprise. It is critical that the enterprise is built on a solid foundation of purpose, values, beliefs, ethics and integrity. These characteristics must permeate the entire enterprise and begin with the leader and the top leadership team.

Dr. Karl Menninger, a father of American psychiatry aptly titled one of his books, Whatever Became Of Sin? Sin is not something confined to confessions and synagogues. It is a violation of the most basic physical and moral laws. One of the greatest sins is greed, and greed destroys this. This is another determinant of the future of entrepreneurship in the Inland Empire.

We have defined greed and opportunism. Felix Rohatyn, once president of the New York Development Corporation, has said, "People who claim they are bankers have characterized our age as an age of greed. Ted Koppel goes further, "Look at the heroes of our time. They are no longer historians, philosophers and teachers, but the stars of Wall Street. God help us." Trammell Crow when asked at the end of an address at Harvard about the secret of his success, responded, "Love." A strange response in the cold and sometimes brutal world of entrepreneurship.

The future of entrepreneurship in the Inland Empire is dependent on whether the entrepreneur can successfully and honestly balance morality, values, ethics, integrity, vision, purpose and trust—all being the essence of leadership. In addition, the entrepreneur must put an end to pride and arrogance remembering that he or she is a servant of the enterprise and society, remember that the customer is always king, and develop excellent public relations and a strong financial team. It is also necessary to develop an attractive incentive and compensation system for the most important asset—people, and surround themselves with the best possible team of advisors who can help develop the next generation of leadership, and an effective and well-funded ownership succession plan with the primary purpose of preserving the enterprise.

The best and most enduring enterprisers in the Inland Empire will be built and led by entrepreneurs who understand the global economy, internalize the fact that trends are changing, and even the state of Oregon have attempted to do the same, with what could be considered favorable results. The healthcare industry has kept the secret of their success, responded, "Love." A strange response in the cold and sometimes brutal world of entrepreneurship.

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### LARGEST OFFICE PROJECTS IN THE INLAND EMPIRE

<table>
<thead>
<tr>
<th>NAME OF BUILDING</th>
<th>SIZE</th>
<th>SPACE AVAILABLE</th>
<th>HISTORY</th>
<th>GROSS ANNUAL $ PER SQ. FT</th>
<th>LEASING</th>
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<tbody>
<tr>
<td>1 Tri-City Corporate Center</td>
<td>600,000</td>
<td>150,000/27,000</td>
<td>1986-89</td>
<td>$8.52-$19.80</td>
<td>C.Witters/P. Flowers/Line &amp; Associates (714) 989-7771</td>
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<tr>
<td>2 Paragon Business Phase I</td>
<td>227,675</td>
<td>54,423</td>
<td>1987</td>
<td>$4.56 NNN</td>
<td>Merrily Comstock Paragon Group (714) 984-6887</td>
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<tr>
<td>3 Ontario Center</td>
<td>215,000</td>
<td>215,000/24,000</td>
<td>1985-2005</td>
<td>$16-$24</td>
<td>Various (714) 980-3500</td>
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<tr>
<td>4 Havengate Business Center</td>
<td>212,979</td>
<td>50,000/12,692</td>
<td>1986-Present</td>
<td>$18.60</td>
<td>C.Witters/P. Flowers Line &amp; Associates (714) 989-7771</td>
</tr>
<tr>
<td>5 Empire Towers Phase I</td>
<td>195,000</td>
<td>195,000</td>
<td>1990</td>
<td>$21-$24</td>
<td>Rusty Woods American Trading Real Est. (213) 481-2600</td>
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<tr>
<td>6 Corporate Business Center</td>
<td>193,000</td>
<td>15,000</td>
<td>NA</td>
<td>$13.20</td>
<td>Sandy Miller Gmm. Amer. Life Insurance (714) 796-0183</td>
</tr>
<tr>
<td>7 Barton Plaza</td>
<td>154,090</td>
<td>68,145</td>
<td>1984-86</td>
<td>$22.20</td>
<td>John Ehmert Lee &amp; Associates (714) 989-7771</td>
</tr>
<tr>
<td>8 Paragon Industrial Center Corona</td>
<td>153,290</td>
<td>69,610</td>
<td>1989</td>
<td>$4.36 NNN</td>
<td>Merrily Comstock Paragon Group (714) 984-6887</td>
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<td>9 Mercantile Park</td>
<td>138,000</td>
<td>70,000</td>
<td>NA</td>
<td>$13.20</td>
<td>V. Bausinger/J. Woodford Coldwell Banker (714) 788-3777</td>
</tr>
<tr>
<td>10 Vanir Tower</td>
<td>133,000</td>
<td>14,000</td>
<td>NA</td>
<td>$19.20</td>
<td>Dorene Dominguez Vanir Development (714) 884-9477</td>
</tr>
<tr>
<td>11 Lakeside Tower</td>
<td>120,000</td>
<td>66,000</td>
<td>NA</td>
<td>$19.80</td>
<td>M. McAdams/D. Berger Cushman &amp; Wakefield (714) 980-7788</td>
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<td>12 Pomona Office Tower</td>
<td>119,749</td>
<td>25,000</td>
<td>1972</td>
<td>$12-$15.60</td>
<td>Michael Jilke Coldwell Banker (714) 984-2252</td>
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<td>13 1445 Riverview Drive</td>
<td>116,645</td>
<td>78,915</td>
<td>1986</td>
<td>$40.32 NNN</td>
<td>John Ehmert Lee &amp; Associates (714) 989-7771</td>
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<td>14 Koll Transpark</td>
<td>116,000</td>
<td>34,235</td>
<td>1986</td>
<td>$16.80</td>
<td>M. Jilke/R. Lee Coldwell Banker (818) 810-7600</td>
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<td>15 Centerlake Plaza</td>
<td>110,673</td>
<td>42,055</td>
<td>1989</td>
<td>$19.80-$21.60</td>
<td>M. McAdams/D. Berger Cushman &amp; Wakefield (714) 980-7788</td>
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<td>16 One Carnegie Plaza</td>
<td>107,000</td>
<td>2,240</td>
<td>NA</td>
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<td>M. McAdams/D. Berger Cushman &amp; Wakefield (714) 980-7788</td>
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<td>17 Stewart Plaza</td>
<td>110,000</td>
<td>37,000</td>
<td>1989</td>
<td>$19.20-$20.40</td>
<td>N. Austin/K. Howard R. B. Allen Group (714) 989-0444</td>
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<td>18 Sunwest 9</td>
<td>104,000</td>
<td>94,000</td>
<td>1990</td>
<td>$18</td>
<td>L. Copeland/C. Moreland Grubb &amp; Ellis (714) 781-4440</td>
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<tr>
<td>19 Sunwest 8-HDS Office Plaza</td>
<td>103,869</td>
<td>8,593</td>
<td>1988</td>
<td>$16.80</td>
<td>L.Copeland/C. Moreland Grubb &amp; Ellis (714) 781-4440</td>
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<td>20 Ontario Corporate Center</td>
<td>103,660</td>
<td>42,000</td>
<td>1989</td>
<td>$21-$21.60</td>
<td>Jilke/Hein/Lee/Messinger Coldwell Banker (818) 810-2600</td>
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<td>21 Vanir Business Center</td>
<td>100,000</td>
<td>30,000</td>
<td>NA</td>
<td>$15.60</td>
<td>Dorene Dominguez Vanir Development Co. (714) 884-9477</td>
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<td>22 Kline Center Phase III</td>
<td>90,000</td>
<td>90,000</td>
<td>1991</td>
<td>$19.80</td>
<td>G. Grant/D. Wolff Grubb &amp; Ellis (714) 883-4555</td>
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<tr>
<td>23 Kolhaven Business Center</td>
<td>83,990</td>
<td>6,700</td>
<td>1987</td>
<td>$19.80</td>
<td>R. Lee/J. Strocker Coldwell Banker (818) 810-7600</td>
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<td>24 Arrow Haven Corporate Park</td>
<td>82,000</td>
<td>74,000</td>
<td>1990</td>
<td>$20.40</td>
<td>Scott Sterlecki George Development Corp. (818) 286-3762</td>
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<td>25 Havengate Financial Center</td>
<td>81,172</td>
<td>4,891</td>
<td>1986</td>
<td>$18.60</td>
<td>Wilkins/Campbell/Fawman Lee &amp; Associates (714) 989-7771</td>
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Information provided by Coldwell Banker. Copyright Inland Empire Business Journal 1990. Ranked by total footage planned by developer.
**FundAmerica**

FundAmerica is a comprehensive buying service, with representatives in Claremont. They contract with reliable, well-established and highly reputable firms to supply the ultimate in service satisfaction to members. From name brand products to resort condominiums, their service providers deal directly with the source.

On every product service members purchase, they receive purchase rebates of up to twenty-five percent of the retail purchase price. These purchase rebates (in the form of dollars) are calculated and placed into an irrevocable member trust account held at a major U.S. banking institution. At the end of the calendar quarter, members' purchase rebate accounts are automatically scanned by computer and Quarterly Member Usage Statements detailing FundAmerica purchases are produced and mailed along with their personalized Member's Quarterly magazine.

When a member's account reaches $250 or more, the member is given the option to take this rebate in the form of an irrevocable trust. This is ideal for a natural food store, with most members able to afford higher prices for organic food.

Customers won't find junk food, but they will see natural Tianfu China cola, Rice Dream ice cream substitute, and garlic-herb risotto chips. The meat and poultry sold is hormone-free, and antibiotic-free. The laundry soap is non-polluting, and the laundry files are unbleached and do not contain the chemical dioxin.

Cosmetics and health aids are "animal-cruelty free," meaning they are not tested on animals and contain no animal by-products. And, about fifty percent of the member's products are organic: the lettuce, broccoli, carrots, and the like are organic. The member is able to purchase foods that do not contain the use of synthetic fertilizers, pesticides, herbicides, or fungicides for a minimum of twelve months before planning of budding of tree crops.

For more information about the co-op, call Keri Knoebel at (714) 626-5783.

**Quality Plus Car Wash, Detailing and Car Care Center**

Quality Plus, 602 Claremont Center Drive, has a unique plan for water conservation. Ninety percent of the water they use is reclaimed. Each car receives only seven gallons of water during the wash, and of that, only the rinse uses fresh water. The quality Plus car wash uses Blue Coral cleanser and products, a ten percent discount for seniors every day, free sealer wax Monday through Wednesday, state-of-the-art technology using no acids or harsh chemicals, two-day rain checks (free exterior wash if it rains within two days), and discount coupons and gift certificates.

In addition, they provide complete detailing services, auto accessories, alarms, car phones, and window tinting. For those who want extra vehicle protection, Quality Plus offers a teflon finish protectant and sealant, and an interior fabric protectant, both of which are warranted.

**Price Savers**

Price Savers is a company of cash and carry wholesale membership warehouses, with a membership of 100,000 square foot building at 919 Monte Vista Avenue. Business members pay a twenty-five dollar annual fee and purchase at posted wholesale prices. Individual members (current members of approved groups—financial institutions, credit unions, government agencies) pay five percent over the posted wholesale prices but pay no membership fee.

Only top quality name-brand products are sold: major appliances, electronics, office equipment and accessories, furniture, tools and hardware, housewares and domestics, cleaning supplies, and clothing and seasonal items.

Individual and business members shop seven days a week, and business members usually receive two hours of exclusive shopping in the mornings Monday through Friday.

The advantages of being a Price Savers member are many. Members purchase without paying any middlemen. Because Price Savers buys in volume directly from manufacturers, they pass the savings to their members. Members who are retailers can expand and test product mix without large inventory investment because they can buy in small quantities.

Inland Empire Bests Unique Executive Education Program

Focus: Claremont

The Peter F. Drucker Graduate Management Center at the Claremont Graduate School offers an advanced program for executive managers that is unique in the United States. It is a Ph.D program in Executive Management in which the participants pursue the doctoral degree on a part-time basis while continuing in their executive positions.

The program focuses on working relationships between the Drucker Center's experienced senior faculty and students in the program who are pursuing topics of interest to those who are responsible for leading business and other organizations. Please See Page 27
Pepperdine University offers the Master of Science in Technology Management Degree.

Pepperdine University, one of the nation's leading schools of business management, offers a new and innovative program. The Master of Science in Technology Management degree is the first program of its kind anywhere.

This graduate program is designed to equip key managers with the skills and insight necessary to strategically manage technology and compete in the international arena. It also includes two 12-day overseas study-visits to the technology centers of Europe and Asia.

Enrollment will be highly selective and limited to 25 top managers. The university encourages applications from professionals in finance, marketing, operations and general management, as well as R&D, engineering and technical management. The enrollment goal is to have representative professionals from a broad industry and management base.

The faculty features academic leaders with extensive technical management and research experience. In addition, distinguished members of industry, government, science and research will participate in specialized lectures and round table discussions.

The MSTM program is offered every September. A shortened post-MBA version is offered every April. For course and application information on the Pepperdine University Master of Science in Technology Management degree, please call 213/368-5555 or 714/739-2506.

Pepperdine University
School of Business and Management

Informations Sessions
Orange County Center
June 26
6:30 - 7:30 P.M.
2151 Michelson Drive
Irvine, CA 92715

Pepperdine University Plaza
June 28
6:30 - 7:30 P.M.
400 Corporate Pointe
Culver City, CA 90230
Answers For The Inland Empire

The Inland Empire Business Journal posed the following question to six Inland Empire public officials and civic leaders:

Should Orange County’s Major airport be located on the site of George A.F.B. near Adelanto where a stop of the Mag-Lev Bullet Train is planned?

Howard Snider
(Mayor of Ontario)

As far as I'm concerned, there's been no serious proposal yet for a Superspeed Train stop at George AFB. I obviously feel that Ontario Airport is the logical choice to handle increased passenger traffic from Orange County - already, at least 25% of our airport traffic consists of Orange County residents. The Mag-Lev Superspeed Train is already committed to having a spur to Palmdale. There is far more momentum in my view to turn the Palmdale facility into a commercial airport, with a train spur from Victorville to Palmdale. Palmdale makes a lot more sense to the political powers-that-be than George AFB does.

Supervisor Marsha Turoci
(First District, San Bernardino County)

Orange County's interest is contingent not only on the disposition of George AFB by the Department of Defense, but on the realization of the Superspeed Train. There are too many questions without answers to answer your question intelligently.

I'm not sure how my district (incorporating George AFB) would respond to such a proposal — what's in it for us? Do we really want a large airport in our own backyard?

Baxter Williams
(Deputy Director, Dept. of Economic and Community Development, County of San Bernardino)

Certainly it's a very exciting possibility. It's predicated entirely on the Bullet Train becoming a reality; this we know from very high sources in Orange County. We're supportive of pursuing George AFB as Orange County's major airport — by this fall, we'll know more.

In our view, George has a better chance of being chosen than Palmdale does, for a variety of reasons. Choosing George would mean a tremendous economic benefit to this high-desert area.

For George AFB to even be considered, we need two things: we need the Mag-Lev Bullet Train, and we need for George to be a stop on the route from Anaheim to Las Vegas. But we'll have to look carefully at the environmental impact.

Councilman Jim Falland
(Ontario City)

No, Ontario should be the focus. But we have problems to overcome. The conflict between strong local control and weak regional government has been a factor in the inability to plan appropriate land uses geared to the capacity of the infrastructure, services, and resources of the community.

This could not be more true when it comes to infrastructure planning in the Inland Empire West. For years, this region has been dominated by parochial leaders who approach strong local control as the means of solving regional problems.

Ontario specifically has been at odds with neighboring communities, San Bernardino County, Los Angeles Department of Airports and the California Nevada Superspeed Train Commission. When it comes to planning infrastructure and transportation improvements, Ontario has lacked a vision because of the strong desire for local control. The results are getting very little accomplishment, and creating a lot of animosity among our public leaders. Our citizens as well as the private sector deserve better.

Ontario has the opportunity to propel our region to economic prominence in Southern California. Imagine Ontario as the home of the super transportation convention center complex encompassing a new airline terminal, superspeed train terminal, Amtrak Station, people mover system, convention center, and major hotel anchors. A people mover system could link major hotels, convention center, restaurants, regional shopping malls and downtown Ontario with the transportation terminal. Also, the people mover system would enable the use of off-site parking which would relieve the congestion at the transportation terminal. The superspeed train terminal would provide an alternative for passengers to reach destinations in Anaheim, Las Vegas, San Francisco, Sacramento, San Diego, and other Southwest United States cities. Is this a dream? No. Ontario is considering these projects that are vital to our economic growth. Yet, there is no organized effort by Ontario to adequately plan for these improvements to benefit the entire region and make this the finest facility in Southern California. Through good planning, the public and private sector could make this super transportation and convention complex a reality.

What will it take for this to happen? Regional cooperation. I offer the following challenge for our private and public sectors to consider:

- Formation of a Regional Airport Authority to acquire Ontario Airport, form the Los Angeles Department of Airports. (Who should the members include... all five West Valley cities, the Counties of San Bernardino and Orange? Other?)
- Formation of a private/public sector task force to plan for the super transportation/convention center complex and the retention of full-time management personnel to coordinate that effort.
- Consolidate and form a single Inland Empire Convention and Visitors Bureau to market the entire region.

There has been serious discussion in Orange County to establish an International Airport at George Air Force Base in the High Desert. What impact would this have on business investment in the Greater Ontario area? Would it make more sense for Orange County to work cooperatively with Ontario on an international airport and superspeed train terminal in our city?

United States Congressman
Jerry Lewis

This is one of the options available, but certainly not the only option. We're still some time away from making any final decisions on the re-use of George. I will continue to urge the parties studying the base re-use question, representing the interest of many High Desert communities, to make a decision that is, above all else, sensitive to the needs of these communities and their citizens.

Councilman Ken Waters
(Ontario)

No. I would like to see Orange County work with Ontario, San Bernardino County and Los Angeles in expanding Ontario Airport to help handle Orange County's airport needs. Ontario has the potential to handle 24 million passengers a year. We are currently at 5.3 million passengers per year. Ontario has excellent access routes in the I-10, I-15 and 60 freeways to efficiently handle airport access.

Each Issue The Inland Empire Business Journal Pore a Pertinent Question To Inland Civic And Political Leaders. If There A Question You Or Your Business Would Like Pose If So, Please Send It To:

Senator Robert B. Presley
(Democrat, 36th State Senatorial District)

My position has always been that both George AFB and Norton AFB should be retained for commercial airport use. The question of moving the major Orange County airport sounds intriguing, but would need a thorough investigation of all the advantages and disadvantages before doing it. Of course, a major disadvantage would be Orange County residents being deprived of an accessible major airport, wanting of in-depth study.
The executive doctoral students concentrate in one of three areas: Strategic Management, Management Systems, or Organizational Design and Development. The topics they choose for research lie at the intersection of theory and practice. Their research tends to be field-based, involving interviews with practitioners. Being experienced themselves, they have a credibility with those they are studying that a younger PhD candidate, oriented toward the traditional academic disciplines, simply does not have. They know from experience what are the important questions to ask.

The program is extremely rigorous, with several years of course work — taken at night and on weekends — leading up to qualifying examinations. Following that, candidates define a thesis topic with guidance from a faculty committee of their choosing and undertake their research. The entire program will typically take four or five years.

QuickTakes

Lynn K. Stanley, formerly Senior Account Executive at the Jones Agency, has left to form her own advertising and public relations firm, The Dolfin Agency. Tom Ardles, a former vice-president of the Jones Agency, and a former managing editor of Palm Springs Life, has joined the new agency as partner and Creative Director. The new agency's current account list includes hospitals, corporate, medical, real estate and retail clients. It plans to expand into major event coordination and celebrity fund-raising.

San Antonio Community Hospital appointed Karen Stephenson as Director of Business Services at Rancho San Antonio Medical Center, an outpatient facility which will open in June 1990.

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For Additional Information Contact: William Douglas (714) 941-1121

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New Business Listings

Paul Seltzer, 600 E. TabQUITZ Palm Springs, 92262
Corona Sportscards Ron and Wendy Elphick, Steve Burgess 1034 W. 6th St., Corona, 91760
California Investors Fund John Harris, Reynaldo Luzarca, Joseph Domi- guez, 10000 Indiana Ave., Ste. B, Riverside, 92503
Community Yellow Page Business Index Alexander Negron, 75483 Sante Fe Trail, Palm Desert, 92260
Dustbusters Cleaning Service Sandra Sheidenger, Sandra Horna, Temecula, Big Ave.
Dustbusters Cleaning Sandra Sheidenberger, Sandra Horna, Temecula, Big Ave.
Maid-in-Hemet Judy Heres, 44405 Hillcrest Le. Hemet, 92544
KCI – Tech Engineering John Podolsky, 52831 Oak Glen Dr. Idyllwild, 92349
Riverside Ornamental Supply Los Alamitos Ornamental Castings, 6161 Quail Valley Ct., Riverside
The Sweet Bean Richard Lenzo, 30590 Rancho California Temecula, 92590
Regal Mortgage Richard Edward, 6273 Clover Ct. Chino, 91710
Legion/Associates Trucking Service Donald J. Field, 531-A Courier Ave., Redlands, 92374
Emergency Specialized Products Fred Donald Clark, 1540 Barton Ste. 115, Redlands, 92373
J & M Equipment Rentals Troy Allen Klingfus, 72598 Two Mile Rd.
Subway Sandwiches & Salads Deborah Lorene Neeland, 33561 Yucaipa, #B-03, Yucaipa, 92399
Taco Shack Robert Speer, Jr., 31205 Outer Hwy. 105, Redlands, 92373
National Waste Receivables James Theodore O'Toole, 1453 San Bernardino St. N., Upland, 91786
Market Maintenance and Equipment Bill D. Rawson, 607 W. Holt Blvd. Ontario, 91762
F & H Imports Leisa Kimberline Paige, 12475 Central Ste. 309, Chino, 91710
James & James SND Recorders Ltd. William J. Huff, 1729 N. Third Ave. Upland, 91786
Starshine Treatment Center, Inc. 1584 Buckeye St., Highland
John’s Custom Wall Covering John William Kirby, 7515 Brookside Rd., Ran- cho Cucamonga, 91730
Rick Caringer Computer Services Ricky Allen Caringer, 7125 Seville Ave., Highland, 92346
Exceptional Events Cynthia Harmelink, 325 Alabama Redlands, 92373
Aunt Bea's Country Lane Homes Robert L. Elder, 15520 Bear Valley Rd. Victorville, 92392
Tarasco Restaurant Alfredo Ortega, 1856 Mentone Blvd. Mentone, 92359
Arrowhead Mobile Aquarium Service Dale E. Heilmann, 571 Hillside Dr. Lake Arrowhead, 92352
Kimbell's Fine Jewelry Kamvers Chum, 338 S. Mountain Ave., Up- land, 91786
Faith In Action Ella Mae Anderson, 4780 Kingsley St. Montclair, 91763
Posta Plaza Louise B. Viray, 8976 Foothill Blvd. #B-71, Yacapin, 92399
Winged Wonders Douglas W. Well, 72598 Two Mile Rd.
Subway Sandwiches & Salads Deborah Lorene Neeland, 33561 Yucaipa, #B-03, Yucaipa, 92399
Taco Shack Robert Speer, Jr., 31205 Outer Hwy. 105, Redlands, 92373
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Rick Caringer Computer Services Ricky Allen Caringer, 7125 Seville Ave., Highland, 92346
Exceptional Events Cynthia Harmelink, 325 Alabama Redlands, 92373
New Business Listings

DLB Interiors
John Dewey Honey, 2161
E. Avon St.
Ontario, 91761

Fumi's Translation/Travel
Fumyo O. Allen, 757
W. Virginia St.
San Bernardino, 92405

Rainbow Yogurt
Assya Wang, 9469 Central Ave.
Montclair, 91763

Hardy's Mountain Realty
Teddy L. Hardy, 31949 Hilltop Blvd.
Running Springs, 92382

Coldwell Banker Foothill Realty
Bunker Hill Enterprises, Inc.
4385 Phelan Rd., Rialto, 92371

Sport Stuff
MC Incorporated, 100 Redlands Mall, Redlands, 92346

Face Refrigeration – AC Services
Alfredo S. Gahtalian
1251 Spruce Ave.
Bloomington, 92316

California Chemical Co./Riverside
David J. Standerfer, 41 N. Arrowhead #3, San Bernardino, 92410

Belles Nails and Hair
Tuyen Le, 1470 E. Highland #E
Belles Nails and Hair
San Bernardino, 92404

Mountain Recovery Home
For Women
Jeanne Johnson, 22899 Byron Rd.
Crestline, 92325

Dos Amigos Lawn Care
Tony Carlos Carrillo, 1910 Alta St.
Redlands, 92374

Phoenix International Brokers
Dale Edward Boring, 1403
Winston Ct.
Upland, 91786

EC Engineering
Edward Henry Chiappone, 12939 Tenth St., Chino, 91710

Ice Cream Castle
David M. Ellis, 28200
Hwy 189 #215
Lake Arrowhead, 92352

Stephen H. Edwards and Associates
28200 Hwy 189 E-200, Lake Arrowhead, 92352

Mountain Resorts Escrow Co.
Realty World Mountain Resorts
292 State Hwy 173
Lake Arrowhead, 92352

Sinclair and Company
John Patrick Sinclair, 194 Maple Lake Arrowhead, 92352

B & T Enterprises
Robert M. Wood, 10722
Arrow Rte. 502
Rancho Cucamonga, 91730

Don's Electronics
Donald Gene Massey
9550 Central Ave.
Montclair, 91763

Call On Me Communications
Steve Villalobos, 1640 W. Walnut, San Bernardino, 92410

Braxton Private Security
Christopher Michael Gagne, 7201 Archibald 4-321, Rancho Cucamonga, 91701

TJ's Captain Zooms
Samuron Management Enterprise, Inc., 9530-1
Sierra Ave.
Fontana, 92335

Video Tyme
Betty Louise Stanley
9594 I Ave. #H
Hesperia, 92345

Gunze Tumans and Auto Repair
Feliciano D. Guzman, 56624 29 Palms Way
Yucca Valley, 92284

J-40 Texaco
Jerry Bill Cowger, 916 E. Broadway
Needles, 92363

Neurodiagnostic Testing Spec.
William H. Knes, 10777 Civic Center Dr.
Rancho Cucamonga, 91730

Aquarium Design Co.
David A. Mannen, 233 E El Morado Ct., Ontario, 91764

American Financial Services
Robert V. Bonsante, 233 1/2 E El Morado Ct., Ontoria, 91764

Raven's Auto Service
Theodore Homer Raven, 2133 W. Foothill Blvd., Upland, 91786

Property Assessment Professional
Dexter McLean, 1553 W. Hollowell St., Ontario, 91762

R/P Home
Lawrence A. Prandi, Jr., 30930 Palm Alto Dr., Redlands, 92373

Video Castle
Abdul A. Chebby, 281 E. Baseline St.
San Bernardino, 92410

Delmar Installations
Delfino Cuevas, Jr., 11345
Dogwood Ct.
Fontana, 92335

Arrowhead Auto Connection
Deborah L. Chamberlain, 1289 Calvai
Lake Arrowhead, 92352

Dominic's Auto Connection
Dominic's Pizza Distribution Corp.,
12515 Rockefeller Ave.
Ontario, 91761

Castle Mortgage
Russell P. Trozer, 12515
Cypress Ave.
Victorville, 92392

Linn's Jewelers
Geyr Lin, 338 S. Mountain Avenue.
Upland, 91786

The Eyes Have It
Kathleen Yvonie Strout, 14755 Kokomo Rd., Apple Valley, 92207

Mega-Pro
Joseph F. Wells, 9015 Central Ave. #C, Montclair, 91763

Color Nouveau
Ernest R. Garden, 56460 Golden Bee Dr.
Yucca Valley, 92284

Sandian Enterprises
Karol A. Gokhale, 276 S. Benso Ave. #72
Upland, 91786

Desert Runner
Lori K. Allen, 56612 Nelson Ave.
Yucca Valley, 92284

Ray Seden
Reginald W. Seden, Sr., 322 San Clemente St., Needles, 92363

Bill's Printing
William Harley Kershner, 8650
Cottonwood, Hesperia, 92345

JH Interiors
Lois Pellegrini, 15714 Bear Rd., Rialto, 92371

Mac's Printing
William Allen McArthur, 10232 I Avenue #6
Hesperia, 92345

Elm Construction
Erie Lynda Mestas, 867 Glenta Street
Rialto, 92371

Voss Graphics
Glen Swanson, 10232 I Ave. #2
Hesperia, 92345

EZ Kleen
Kenneth Edwin Nettlebeck, 10575
Smith Rd. 181, Phelan, 92371

Finicky Farmer
Gregory F. Griffo, 9482 Hesperia Rd., Hesperia, 92345

Coldwell Cabinet Builders
Marial Dawnough McCullough, 275
Perkins, San Bernardino, 92415

J & B Transportation
Joanne Cook, 12620 Buttercup Way
Escondido, 92379

Your Court Connection
Glen Swanson, 10232 I Ave. #2
Hesperia, 92345

EJ Kleen
Kenneth Edwin Nettlebeck, 10575
Smith Rd. 181, Phelan, 92371

Finicky Farmer
Gregory F. Griffo, 9482 Hesperia Rd., Hesperia, 92345

Coldwell Cabinet Builders
Marial Dawnough McCullough, 275
Perkins, San Bernardino, 92415

2-D Video
Dominic Joseph, 1342 Candleberry Rd., Colton, 92324

4 Your Nails III
Thuy Van Thi Ngo, 14524 Seventh St., Victorville, 92392

Apple Valley Dairy
Jon Tanker, 19290 Hwy 18
Apple Valley, 92307

Crest Sheet Metal Co.
Michael Allen Gray, 17831 Asbury Ct., Chino Hills, 91709

Culaa
James S. Heninger, 5995 Breckinridge, Chino, 91711

GCL Construction
Gary Charles La May, 10583 Victor Ave., Hesperia, 92345

The Great American Home Company
Donald Kelly Lucas, Jr., 14757
Palmdale Rd., Victorville, 92392

High Desert Properties
Joe F. Dzajkich, 945 Westridge Ct.
Upland, 91786

Hitt Kitchen and Bath
13608 Hilt Rd., Apple Valley, 92307

Joe's Auto Wholesale
Joseph Dorgan, 16484 D St.
Victorville, 92392

Mail Boxes Etc.
Emil A. Oestring, 17080
Bear Vly. D-3
Victorville, 92392

New Vise
Art J. Crone, 6451 Palmdale, Rt 162
Phelan, 92371

Smile Britte
James Willis, 18145 Hwy 18 Ste. C
Apple Valley, 92307

So. California Utah Eclipse/Gen Cont.
Rich Divic, 2000 Wildhorse Ln.,
Big Bear City, 92314

Specialite's Truck Repair
Debra Speciale, 10726 Ninth St.
Hesperia, 92345

Tangents Artistic Centre For Hair
Wendell J. Trontz, 12408
Hesperia Ste. 8
Victorville, 92392

Victor Valley Catering
John W. Goen, 9580 Hesperia Rd.
Hesperia, 92345

The Silk Screen
Don E. Korta, 16501 Walnut #2
Hesperia, 92345

VIP Auto/Ino and Towing
William N. Martin, 18770
Stevens Rd., Adelanto, 92301

The Wholesale Connection
Jeffrey J. Franco, 8263 Peach
Hesperia, 92345

Your Court Connection
Steven R. Beck, 17993 Hwy 18 Ste. 102, Apple Valley, 92307

Concrete Concepts
H. Robert Elliott, 205 E. 4th St.
Ontario, 91764

Co-op Marketing Services
Richard Roberts, 17415
Callaway Rd., Palmdale, 92301

JW Baseball Cards
James M. Wolford, 16911-B
Foothill Blvd.
Fontana, 92335

Sherlock Homes
James Columbus Bebber, Jr., 16137
Green street, 10, Victorville, 92392

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