September 2010

Inland Empire Business Journal

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California Economic Outlook
By Scott A. Anderson,
Senior Economist, Wells Fargo Bank

Slow Recovery in Place—Daunting Long-term Challenges Remain
California’s economic recovery continues to gain traction along with the nation, despite an unemployment rate problem, and state and local budget problems that far outstrip those faced by the nation at large. California has gained net jobs for five consecutive months now. Net job gains through May totaled 95,900. Despite this revival in state job creation in 2010, California has still lost a net 244,700 jobs from a year ago, a decline of 1.7 percent. Clearly, the state labor market has a long way to go before conditions materially improve. As of May, California had another 1,297,100 jobs to create just to get back to the level of employment in July 2007. Illustrating that point, California’s unemployment rate remains well above the U.S. average at 12.4 percent in May, just two-tenths of a percentage point from its March peak, which was the highest rate on record for continued on page 25

OCC—Care Package Program for Our Troops
By Ryan Orr

OCC was founded in 2002 in an effort to support Southern California troops by building a bridge between our communities and our veterans through education and voluntersing.

It was founded due to negative media coverage, low troop morale, and troop deployment not well established in our communities.

OCC wanted to make a difference and decided that the holiday time was a great place to start with their care package program—to continued on page 26

The Ontario Airport Marriott Hotel, as reported in our last issue, has been sold. The new owner, as we reported last month, is the same group that owns the Ontario Holiday Inn—Prime Hospitality LLC are the owners not the Prime Hospitality LLC headquartered in New Jersey, a subsidiary of “Blackstone.” The new owner is Prime Hospitality LLC, a “Limited Liability Corporation” of the State of California headquartered in Ontario and led by Prem Reddy M.D., the chairman of Prime Healthcare, owners of 13 hospitals including Chino Valley Medical Center, Desert Valley Hospital, San Dimas continued on page 5
The fiscal problem of hotels in the Riverside and San Bernardino counties are slowly being solved one at a time. The collapse of the Ontario Airport Marriott Hotel is in full recovery and is literally soon to be released from rehab [see separate story]. The problems of the Ontario Airport Hilton have not yet resolved and are just one of 73 hotels “owned” by Innkeepers Hospitality—a company that is presently in a massive bankruptcy. [For full story go to link at end of article].

One of the brightest rays of sun [don’t forget to apply your sunscreen and keep your sunglasses on] appears to be the Embassy Suites Hotel in Ontario. It is located on Guasti Road right at Haven Avenue and the 10 Freeway. This eight-story, 175-room all suite hotel is scheduled to open early in 2011. The owner and operator of this new hotel is Sun Development & Management Corporation. Their portfolio consists of 37 hotels and over 4,000 rooms with four new hotels scheduled for 2011.

It is our present plan to do a close-up feature story in the October issue on Bharat Patel, the chairman and CEO of Sun Development & Management. A little information about Sun: It was formed in 1989 by Bharat, Harshad and Nanya Patel with the purchase of a single hotel in Indianapolis, Indiana. Since its inception, the company has steadily grown its portfolio—consistently delivering exceptional experiences to its guests and employees.

Since then, SUN has achieved continued success. Today, Sun’s portfolio of fine hotels includes premier brands such as Embassy Suites, Hilton Garden Inn, Homewood Suites, Hampton Inn & Suites, TownePlace Suites, SpringHill Suites, Fairfield Inn & Suites, Holiday Inn & Suites, Holiday Inn Express, Staybridge Suites, Candlewood Suites and Comfort Suites.

Sun’s success can be attributed to its dedicated, hands-on management team continued on page 3
Dutton to Lead GOP in California Senate

Senator Robert Dutton will, on Sept. 1st, take over as GOP Senate leader. California, with a multitude of fiscal, social and economic problems, can provide enough insanity to break the strongest, smartest and most honest of men. We wish “Bob” the very best and pray for his success. He has the necessary experiences and knowledge to pull off a successful recovery. He served five years as the number one Republican on the Senate Budget Panel.

“Bob….do well….you are prepared….and we here in your home district are betting on you.”

A little about Senator Dutton:

Senator Bob Dutton represents California’s 31st State Senate District which includes portions of San Bernardino and Riverside Counties.

First elected to the State Senate in 2004, Senator Dutton won a second term in November 2008 when he captured nearly 60 percent of the vote.

Born and raised in Lincoln, Nebraska, Senator Dutton moved to pursue the California dream in 1969. He proudly served in the Army Reserve, was a member of the California Air National Guard, and was honorably discharged in 1974. His military experience was as a cook.

Senator Dutton enrolled at Los Angeles Valley College in their associate of arts program, majoring in real estate and graduating in 1972. It was while at LAVC that his passion for politics and service to others began. He won two terms as the Student Body Association president.

Senator Dutton opened a real estate investment and management firm, Dutton & Associates, Inc., located in Rancho Cucamonga where he currently serves as CEO. He won election to the Rancho Cucamonga City Council in 1998 and won re-election in 2000. He led the fight to eliminate the city’s Utility Tax, which was abolished in 2001.

His experience as a local elected official and business owner, led to his election to California’s 63rd State Assembly District in 2002. In 2004, he won election to the State Senate.

As a member of the Legislature, Senator Dutton has a strong record of fighting tax increases, believing that the best way to increase revenues is through the creation of jobs. He has said many times “the best social program is a good paying job.”

In 2006, he carried the Governor’s transportation bond. His experience as a local elected official and business owner, led to his election to California’s 63rd State Assembly District in 2002. In 2004, he won election to the State Senate.

His experience as a local elected official and business owner, led to his election to California’s 63rd State Assembly District in 2002. In 2004, he won election to the State Senate.

The implementation of AB 32, the greenhouse gas law which has cost thousands of jobs and is a centerpiece of Schwarzenegger’s legacy. Dutton has called the agency “dishonest and secretive” and carried several bills to force changes.

Dutton adds, “We’re headed into a double-dip recession and you’re not going to tax your way out of it. Right now you’ve just got to reduce spending, period.”

Sunny... continued from pg. 2

The 110-room Days Inn at Payne Branch Road in Indianapolis

The Ontario Airport Hilton

California Bank & Trust (CB&T) is pleased to announce that Nicholas Thompson has joined the bank as an assistant vice president and business banker in the Palm Desert branch. A native of the Coachella Valley, Thompson will focus on developing new business relationships in the area on behalf of the bank. “We are pleased to welcome Nicholas Thompson to the CB&T network. His background and expertise in business banking will go a long way in serving his customers as well as the business community of the Coachella Valley,” said Tory Nixon, San Diego division president and executive vice president of CB&T. Thompson began his banking career in 2007 after spending several years in the hospitality industry. He is a member of the Desert Bar Association and resides in Palm Springs with his wife and children. Kristy Gregg has been named community affairs manager for CB&T.

Innkeepers Link: 1-262-923-9999

EXECUTIVE NOTES
Real-Time Performance Reviews  According to Jim Whitt, performance reviews end up being “check the boxes” exercises that have little influence on performance because they take place after the fact. Employees need and want direction. How and when it is done is what makes the difference.  6

Expand Your Ideas Using Google  Find out how a good search engine, such as Google, can make developing a new product or service much more efficient and insightful. Often its use leads to results for first-time users trying to find solutions to new problems.  8

Budget Challenges Lie Ahead for County of San Bernardino  To balance this year’s budget for the County of San Bernardino, even greater fiscal challenges lie ahead even though the county took many steps to save and cut back.  13

Boost Sales Right Now—Focus on the 5 P’s  For a business to be even more successful today, they need to have 4 P’s in place: People, Policies, Procedures and Processes. George Dans explains how you can improve your business today by focusing on these areas.  14

Everybody Sells! Transforming Exceptional Service Into Revenue Growth  As customers cautiously begin to spend their tightly held dollars, companies are realizing that re-establishing their previous customer relationships isn’t enough. The success of their growth strategy depends on increasing customer acquisition and loyalty.  18

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UC Riverside Selects Barnhart Balfour Beatty for Student Housing Project

Barnhart Balfour Beatty has been chosen by the University of California, Riverside (UCR) as construction manager at risk for a LEED Gold-targeted $104-million apartment village to house more than 800 students. In May, the University of California Board of Regents approved the 350,000-square foot Glen Mor 2 project, which also includes a parking structure, food emporium and recreational facilities.

“UC Riverside’s goal is to increase on-campus housing to accommodate 50 percent of the student population, including 75 percent of freshman and half of our transfer students,” said Don Caskey, associate vice chancellor, campus architect. “Studies show that the university better retains students who live in campus housing, and Glen Mor 2 is targeting the needs of second- and third-year students.”

“We are extremely proud to have been selected to build Glen Mor 2,” said Layne Arthur, vice president, Palm Desert, of Barnhart Balfour Beatty. “Project teams from Balfour Beatty Construction offices nationwide participated in the proposal effort, drawing upon the very best ideas and skills our company has to offer for the benefit of UC Riverside.”

Glen Mor 2 will build on the success of Glen Mor 1, the on-campus apartment housing that opened in 2007. Following a year of pre-construction planning, groundbreaking for Glen Mor 2 is expected to take place in June 2011, with completion planned for July 2013. The preconstruction planning is being shared by Barnhart Balfour Beatty and Sasaki Associates, architect for the project.

Other projects for UCR with which Barnhart Balfour Beatty is involved include the $15-million renovation of the university’s geology building, which was completed in February 2010 after two phases; the $10.7-million conversion of the existing statistics computing building, which was completed in February 2010 after two phases; and the construction of a $28-million UCR School of Medicine research building to a school of medicine education building; and the conversion of the existing statistics computing building, which was completed in February 2010 after two phases. The $10.7-billion conversion of the existing mathematics building, which was completed in February 2010 after two phases.

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Real-Time Performance Reviews
By Jim Whitt

On the list of things that are done for all the wrong reasons in organizations, performance reviews would have to rank near the top. They end up being “check the boxes” exercises that have little influence on performance because they take place after the fact. The typical performance review is the equivalent of landing an airplane and asking, “Now, where are we?” It’s a little late in the game for that question.

One of the worst things about reviews is the use of numerical values to rate performance. You have probably met more than one manager who refuses to give the highest rating to anyone using the excuse, “I don’t believe in giving perfect scores.” Recently an employee of a major corporation related the bizarre example of this attitude he experienced in his most recent performance review. After the end of the evaluation, his manager said, “Nobody scores that high!” He then proceeded to lower the employee’s scores.

If the scale is 1-5 and no one ever gets a 5, then that means you’re a lousy manager. Why can’t the people who report to you ever hit the mark? What’s sad is that the boss who is afraid to acknowledge someone has met or exceeded expectations never quite understands why people quit trying to meet or exceed expectations. If you never give a 5 (or even a 4) when it’s deserved, you create a culture where 3 becomes your standard of excellence. Mediocrity is not only acceptable, it’s as good as it gets.

On the flip side is the failure to let someone know that they’re just not getting the job done. Too many bosses are so fearful of conflict or hurting people’s feelings that they will ignore bad behavior and poor performance even when it’s detrimental to the organization. Once people understand that no one will ever call their hand when they fail to meet expectations, the tail starts wagging the dog. Guess what happens when a supervisor gives a 3 or a 4 when the employee deserves to be shown the door? Pretty soon you end up with a group of employees that makes The Three Stooges look competent.

The annual review is not going to go away, but the real performance review should be taking place in real-time every day. Good or bad performance needs to be recognized immediately and consistently. The manager’s role should be like that of a flight instructor. The employee’s role is like that of a student. The instructor and student fly side-by-side.

Clearly Define Expectations.
First, there needs to be a flight plan with clearly defined expectations. To establish the plan, the manager should ask the employee to complete a list of expectations from the employee’s perspective. This should include what he believes the responsibilities are and what authority he possesses. The manager should do the same from the manager’s perspective. Then, a discussion needs to take place to reconcile the two lists until both are in agreement. The manager also needs to learn what the employee believes he needs from the manager to successfully do his job.

Measure Behavior, Values, and Skills.
In addition to establishing these expectations, assessments should be completed to measure behavior, values and skills required for the job. Then corresponding assessments should be completed by the employee to see how they compare. This establishes a benchmark that helps the employee to understand his strengths and helps the manager understand how to capitalize on his strengths. It also identifies areas which need strengthening. It’s important to remember that the employee has to be a good behavioral fit for the job. No amount of coaching can remake someone into something he is not.

Communicate Constantly and Consistently.
Now, that there is a flight plan in place, it is the manager’s responsibility to provide a system and process for constant and consistent communication. He has to coach the employee, not just evaluate his performance to keep the plane on course. In my first job out of college, my sales manager called me every Monday morning. His questions included: What’s going on? How are you doing? What can I help you with? This provided him with what he needed to know to help me do my job. It provided me with the help I needed to do my job.

Provide Specific Feedback.
When employees meet or exceed expectations, they should be told they are on course. This needs to be specific. There is nothing in the world that will inspire you more to keep doing a great job than to hear from the boss that you are doing a great job. The only exception is when those words are either insincere or untrue.

When employees fail to meet expectations, they need to be told they are off course. Again, this needs to be specific. If you don’t hear what you need to improve on, the only assumption to be made is that you doing what you should be doing—or your boss doesn’t care what you do. I know of a case where employees describe their manager as a wonderful person but do not think he is a good manager. They like him but dislike working for him because he gives them no direction. They feel like they are flying blind. This creates a high level of anxiety for the employees and the manager.

Choose Your Direction.
Employees need and want direction. How and when it is done is what makes the difference—for the employee, for the boss and for the organization.

continued on page 39
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<th>Max. Sq. Ft. Exhibit Area</th>
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<th>Amenities</th>
<th>Top Local Executive Title</th>
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</table>

N/A = Not Available

*May be Seasonal
BETTER BUSINESS

Expand Your Ideas Using Google
Six Steps for New Product or Service Development

By Larry Kilham

When you think of a bright idea for your business, you want to research further, and you want to do it now. Your neurons are alertly looking for new connections. Your brain is stepped up to an emotional high. While it is there, avoid procrastination! Keep moving while you can see all of the project’s interrelationships. While fear of failure is undoubtedly present, on balance you will feel better about yourself if you pursue the emerging development while your mind is in high gear.

A good search engine, such as Google, can make developing a new product or service much more efficient and insightful. Often its use leads to serendipitous results for first-time users trying to find solutions to new problems. How do you know when to start creating with Google and how to go about it? It’s much easier when you have an actual creative design challenge. It helps greatly to have the motivation of getting useful information tied to a real goal.

What is the optimum way to make use of Google’s comprehensiveness and speed? In addition to following the basics of any well-designed search project, there are at least six important steps:

1. Narrow the search and find prior solutions. This is the time to engage your curiosity and surf all around in Google and other Web sources. Get a sense of the lay of the land. Which direction do you want to be headed? Has someone already developed the product or service you were seeking to invent? If not, why not? Have some obstacles unforeseen by you been discovered by others? Can you still envision a solution, not yet offered on the Web, which is worth pursuing? What are the key technical or design problems that need to be overcome? Can your resources and ingenuity successfully address them?

2. Postulate a design or system solution. From what you have now learned from the Web, can you make sketches of your imagined creation? For example if it is a mechanical design, can you envision the placement of motors, gears, shafts, controls and so on? If it’s electronic, can you draw a block diagram and logic flow chart for which specific circuits, IC chips and software can be dropped in later?

3. Look for design elements on the Web. Check the Web and other sources for suppliers and parts and ingredients for your creation. Sometimes seeing different parts or ingredients than you originally had in mind will cause you to improve your design. It never hurts to order some key parts and start physical experimentation, if for no other reason than to further focus your mind on the essence of the solution.

4. Design and redesign. This is also part of the relentless quest for full understanding of the process and perfection in action. When new products or services are created interactively with Google, iterate back and forth keeping in mind both the big picture and the details. This is the dual focus between you and the computer clouds for greatest creativity.

You can tweak your design too much or too little. It is important to know when to stop tweaking your invention. Most people tend to err on the side of premature product introduction. In retrospect, most inventions would have been better to not worry so much about being first to market and better to have worried about reliable product performance.

5. Find other people, companies and projects with similar interests with whom you can communicate. It often happens that you will have chance encounters in cyberspace as well as individual people ferreted out on the Web who may be of special interest to you such as professors, writers, skilled tradesmen, software writers and the like. Of course not all of your new acquaintances may turn out to be as friendly or useful as they first appear—some may well turn out to be jealous or competitive—but it’s best to get involved with other people at this point and weed out the undesirable ones as you go along.

6. Organize notes and source material. In the past, note taking, indexing and filing consumed disproportionate amounts of project time. While this essentially manual process will never be eliminated completely, Web services such as Google, plus similar information access technologies for use on data stored in your computer, make it easier to manage a database.

By noting search terms that work particularly responsibly in Google, in effect you have defined personal space in Google search. By using a search engine to find things in the impossibly large and growing database in a personal computer, personal database is more responsive to queries and hopefully, no data or insights are lost.

In addition to gathering information, Google can also channel the creative mind into the unique imagination space that could not be found by simple daydreaming. Seeing what potential suppliers of parts and services do, and seeing the features of similar product designs, can give you new ideas to fine-tune your focus. If this tack is not productive, give your mind free rein to wander again. This is stepping back and searching anew for the way forward.

You should not overlook using Google or other search engines and Web resources to research the early history of your business, product or service. This history notably would include the pioneering big thinkers in the field. It can be very revealing to see what they thought about the important issues. The original thinkers in various areas were, by nature, very curious and often expressed themselves in a frank and wondrous manner.

While their naivety in hindsight may seem laughable, on the other hand they often spoke in straightforward terms that paid no attention to offending colleagues or to political correctness. They noticed things that might be worth reexamining.

For additional information, please contact Larry Kilham by e-mail at lkilham@gmail.com or by phone at 505-310-7600.
### THE GAINERS
Top five, by percentage

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<td>42.19</td>
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<td>Outdoor Channel Holdings, Inc.</td>
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### THE LOSERS
Top five, by percentage

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<td>Hot Topic Inc.</td>
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Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful

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**MANNERINO LAW OFFICES**

“Laws were made to be broken”
Christopher North, May, 1830

“Had laws not been, we never had been blamed; for not to know we sin ’d is innocence”
Sir William Davenant

1606-1668

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**Five Most Active Stocks**

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<td>Watson Pharmaceuticals Inc.</td>
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<td>Hot Topic Inc.</td>
<td>13,509,980</td>
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<td>American States Water Company</td>
<td>1,617,160</td>
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**Monthly Summary 8/20/10**

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Global Opportunities at the Heart of Victorville's Future

“Global Access” has long been Victorville’s mantra. The city has worked extensively to promote growth locally and throughout the Victor Valley by targeting international organizations. With the creation of Regional Center of Victorville Development, Inc. and the combination of a U.S. Customs Port of Entry and Foreign Trade Zone #243 at Southern California Logistics Airport, Victorville is poised to become the epicenter for international opportunities in the Victor Valley and Southern California.

Regional Center of Victorville Development

The United States Congress in 1992 enacted legislation to create a Pilot Immigration Program to be administered by the U.S. Citizenship and Immigration Services (USCIS). One such Pilot Immigration Program is the EB-5, permitting foreign citizens to receive permanent U.S. residency in exchange for making a minimum investment of $500,000 in a new commercial enterprise that will create at least 10 direct or indirect full-time jobs in an area designated as a Regional Center.

On June 19, 2009 the USCIS, as the EB-5 administrator, awarded a regional center designation to Victorville, as the Victorville Regional Center (VRC). The Regional Center of Victorville Development, Inc. (RCVD, Inc.) is a California non-profit corporation created for the purpose of promoting social welfare by providing advisory administrative and analytical services associated with and making recommendations regarding potential investments in the VRC. As part of the designation, the USCIS identified four qualified investment projects at the city’s largest industrial park, Southern California Logistics Airport.

Southern California Logistics Airport (SCLA) is an 8,500-acre fully dedicated logistics and industrial park that features world-class tenants, such as Dr Pepper Snapple, Boeing, Pratt Whitney, General Electric, and Newell Rubbermaid. SCLA provides an ideal logistics hub combining air cargo, rail and ground transportation with immediate access to the Western United States via Interstate -15 and Highway 395. The projects identified by RCVD, Inc. and approved by USCIS include the SCLA wastewater treatment facility, SCLA hybrid power generation, intermodal rail development, and SCLA infrastructure improvements.

The program’s goal is to raise up to $100 million for investment into the identified projects. The program will initially contain fifty (50) investors, each investing a minimum of $500,000 with an additional $50,000 transaction fee. Once invested in the program, qualified investors will receive an EB-5 Green Card and may obtain U.S. citizenship after five years. For more information on the program, visit www.RCVDInc.com.

U.S. Customs Port of Entry and Foreign Trade Zone #243

Southern California Logistics Airport (SCLA) is home to a 24-hour U.S. Customs Port of Entry and Foreign Trade Zone #243. The bonded warehouse operates in conjunction with the U.S. Customs’ office and SCLA’s Foreign Trade Zone #243. The bonded warehouse allows companies to manufacture, assemble, store, and manipulate eligible merchandise before fees are assessed, providing additional savings through the program.

Victorville’s U.S. Customs Port of Entry has cleared all types of merchandise and goods through its office, including cars, perishables, electronics, home décor, power tools, textiles, handbags, toys, and ATVs. The largest user at the Victorville office is Black and Decker, serving their Southern California market with inventory stored at their Rialto warehouse under Foreign Trade Zone #243.
The County of San Bernardino Workforce Investment Board and Workforce Development Department is ready to assist your business at no cost with the following services:

- Recruitment assistance
- Funds to train new employees
- Labor market information
- Pre-screened qualified applicants
- Access to a large applicant pool
- Facilities available for recruitments
- Layoff prevention assistance
- Outplacement of laid-off workers
- Hiring tax credits

**FREE BUSINESS WORKSHOPS**
9650 9th St., Rancho Cucamonga
To Register Call 951-781-2345 or visit www.iesmallbusiness.com

“We speak Nerd, so you don’t have to”
By Ray Salem, Ace eMarketing

**Social Media Best Practices:**

- **Start with a plan, not tactics.** Research and build a social media road-map involving: Audience, Objectives, Strategy, Tactics, and Tools/Technology.

- **“Give more to get more”—** Successful social media marketing programs involve listening and participation. That participation centers around giving value before expecting anything in return. This is not “sales,” however, business can definitely increase sales as a result.

- **Commit resources and time to be successful** - What you put into it is exactly what you get out of it.

- **Be transparent**—With intentions and your identity, you may alienate the very audiences you’re trying to connect with.

- **Be you!** Being fake in any way is not good for anyone on the social web. Early on, companies like Walmart and Sony (via their PR firms) tried to fake their way into making consumers believe sites like the Sony PSP blog or the Walmarting Across America blog were authored by impartial brand evangelists, when it wasn’t that at all. Both Sony and Walmart have learned from those mistakes and now have social media sites that follow many of the best practices above.

**Need to know tips before hiring the right website developer**

1. Make sure they speak your language! If, after the initial contact you notice the Web-developer is talking too much “NERD” or Computer talk, most likely your website building experience will not be pleasant. This is because the developer lacks social skills, which makes sharing the vision difficult.
2. Ask to see past work AKA Portfolio.
3. Be careful of low price proposals, because they will start low and will ask for more money as they go along.
4. Ask about support—With some web designers, the moment your site is finished, your relationship is finished. That’s probably not what you want. Hopefully, you choose a web designer who provides ongoing support, meaning they’ll be happy to answer questions you have about your site even after it’s been up for months.
5. Sign a contract—With any web designer, you should sign a written contract that outlines your entire agreement. If a web designer doesn’t use written contracts, you should look elsewhere. If there’s a dispute over your agreement, both of you will benefit from having the terms in writing.

For more tips please visit our Website www.AceMarketing.org— complimentary consultation, call Ray Salem @ 909-890-6308,
### Golf Courses in the Inland Empire

**Listed Alphabetically**

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Mgmt. Co. or Owner</th>
<th>Type of Course</th>
<th>Membership Fees</th>
<th>Green Fees: Weekdays</th>
<th>Length of Course (Yds.)</th>
<th>Yearly Build</th>
<th>Course Designer</th>
<th>Reservation Phone</th>
<th>Top Local Pro or Manager</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caliente Springs R.V. Resort &amp; Golf Course</td>
<td>70-200 Dillon Rd.</td>
<td>Desert Hot Springs, CA 92241</td>
<td>Tim Martin</td>
<td>Resort/Semi-Private</td>
<td>N/A</td>
<td>$10</td>
<td>N/A</td>
<td>1997</td>
<td>Ray Ramirez (888) 894-7772</td>
<td>Caliente Springs (760) 397-2367</td>
<td><a href="mailto:CalienteSprings@calientesprings.com">CalienteSprings@calientesprings.com</a></td>
<td></td>
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<tr>
<td>Cathedral Canyon Country Club</td>
<td>64311 Paseo Real</td>
<td>Cathedral City, CA 92234</td>
<td>Wilk Resort Group</td>
<td>Semi-Private</td>
<td>$1,500 - $3,100</td>
<td>$40 - $85</td>
<td>$45 - $85</td>
<td>1972</td>
<td>Dan Rainville (760) 328-6571</td>
<td><a href="http://www.cathedralcanyoncc.com">www.cathedralcanyoncc.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colton Golf Course</td>
<td>1901 W. Valley Blvd.</td>
<td>Colton, CA 92324</td>
<td>Public</td>
<td>N/A</td>
<td>$20</td>
<td>$22</td>
<td>3,108</td>
<td>60,000</td>
<td>1961</td>
<td>Robert Tram Jones, St. (909) 877-1712</td>
<td>Atlas Golf</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross Creek Golf Club</td>
<td>43866 Glen Madowa</td>
<td>Temecula, CA 92590</td>
<td>Kym</td>
<td>Semi-Private</td>
<td>$250-400</td>
<td>$65</td>
<td>$85</td>
<td>2001</td>
<td>Nick Bland</td>
<td>(951) 484-3602/368-6822</td>
<td>CrossCreekGolfClub.com</td>
<td></td>
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<tr>
<td>Date Palm Country Club</td>
<td>76-200 Date Palm Dr.</td>
<td>Cathedral City, CA 92234</td>
<td>Els</td>
<td>Semi-Private</td>
<td>$2,000</td>
<td>$20-25</td>
<td>$20-25</td>
<td>1972</td>
<td>Ted Robinson (865) 465-3914</td>
<td>ElPalmGolf.com</td>
<td></td>
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</tr>
<tr>
<td>Desert Dunes Golf Club</td>
<td>19-300 Palm Dr Desert Hot Springs, CA 92240</td>
<td>Brookside Street</td>
<td>Public</td>
<td>$100</td>
<td>$110</td>
<td>$675</td>
<td>$450</td>
<td>1989</td>
<td>Robert Tram Jones Jr. (760) 251-5370</td>
<td>David Smith (760) 334-4173</td>
<td><a href="mailto:david.smith@datec.com">david.smith@datec.com</a></td>
<td></td>
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</tr>
<tr>
<td>Desert Willow Golf Resort</td>
<td>58995 Desert Willow Dr Palm Desert, CA 92211</td>
<td>Kemper Sports</td>
<td>Public</td>
<td>$30-70</td>
<td>$70,62,913</td>
<td>75,000</td>
<td>1997/1998</td>
<td>Michael Burdick, Dana Fry, John Cook (760) 345-6090</td>
<td>Richard Moogsen (951) 832-6124</td>
<td><a href="mailto:info@desertwillow.com">info@desertwillow.com</a></td>
<td></td>
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</tr>
<tr>
<td>East Valley Golf Club</td>
<td>5621 Champagne Drive</td>
<td>Beaumont, CA 92223</td>
<td>Choson Man Lee</td>
<td>Daily Fee</td>
<td>$1,500-4,500</td>
<td>$45-50</td>
<td>$60-65</td>
<td>2000</td>
<td>Schmidt-Curley Design (911) 446-5014</td>
<td>Gary Gentile (805) 563-4600</td>
<td><a href="mailto:info@golfdealers.com">info@golfdealers.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>El Pardo (2 Courses)</td>
<td>6555 Paseo Ave.</td>
<td>Chino, CA 91710</td>
<td>Public</td>
<td>na</td>
<td>$26</td>
<td>$40</td>
<td>6,100-6,671</td>
<td>51,000/37,000</td>
<td>1976</td>
<td>H. &amp; D. Rainville (909) 573-1735/393-5061</td>
<td>Bruce Janke (951) 997-1735/501-5061</td>
<td><a href="mailto:info@elpardo.com">info@elpardo.com</a></td>
<td></td>
</tr>
<tr>
<td>El Rancho Verde Royal Vista</td>
<td>325 E. Country Club Dr.</td>
<td>Rialto, CA 92377</td>
<td>Pacific Golf Ent.</td>
<td>Public</td>
<td>$39</td>
<td>$52</td>
<td>$64</td>
<td>55,000</td>
<td>1957</td>
<td>Harry Rainville (909) 854-7350</td>
<td>Kris Dennis (909) 834-0720</td>
<td><a href="http://www.pacificgolfent.com">www.pacificgolfent.com</a></td>
<td></td>
</tr>
<tr>
<td>El Rívero Country Club</td>
<td>5330 El Rívero Rd Riverside, CA 92595 (Closed for remodeling)</td>
<td>Public</td>
<td>na</td>
<td>$48</td>
<td>$65</td>
<td>4,975</td>
<td>3,000</td>
<td>1944</td>
<td>na</td>
<td>(951) 844-8000/844-7964</td>
<td><a href="http://www.elrivero.com">www.elrivero.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empire Lakes Golf Course</td>
<td>11010 Smith St. Rancho Cucamonga, CA 91730</td>
<td>Empire Lakes</td>
<td>Public</td>
<td>$45-75</td>
<td>$50-90</td>
<td>5,200-9,280</td>
<td>1995</td>
<td>Arnold Palmer (909) 481-6661</td>
<td>Enrique Prawel (909) 664-3481/663-7673</td>
<td><a href="mailto:info@empirelakes.com">info@empirelakes.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Old Golf Course</td>
<td>16700 Village West Dr.</td>
<td>Riverside, CA 92518</td>
<td>Denver &amp; Sons Golf Co.</td>
<td>Public</td>
<td>$16-37</td>
<td>$21-49</td>
<td>4,975</td>
<td>1955</td>
<td>na</td>
<td>(951) 697-6690</td>
<td>Keith Garcia</td>
<td>High Golf Prof. (951) 697-0660</td>
<td><a href="mailto:golf@calientehot.com">golf@calientehot.com</a></td>
</tr>
<tr>
<td>Green River Golf Club</td>
<td>17155 Green River Rd Corona, CA 92880</td>
<td>Course Co., Inc.</td>
<td>Public-Daily Fee</td>
<td>$19-44</td>
<td>$26-52</td>
<td>6,470-7,256</td>
<td>95,000</td>
<td>1938</td>
<td>Lawrence Hughes/Cary Beckler (909) 737-7741</td>
<td>Judy Sagguci (951) 737-9793</td>
<td>playgreenriver.com</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Tree Golf Course</td>
<td>14144 Green Tree Blvd. Victorville, CA 92392</td>
<td>City of Victorville</td>
<td>Public</td>
<td>$15</td>
<td>$40</td>
<td>6,945</td>
<td>32,000</td>
<td>1964</td>
<td>Bill Bell (760) 245-4800</td>
<td>Joe Garman (760) 245-4000</td>
<td><a href="http://www.victoriogolfclub.com">www.victoriogolfclub.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage Palms Golf Club</td>
<td>44291 Heritage Palms Dr. Indio, CA 92201</td>
<td>Heritage Palms</td>
<td>Semi-Private</td>
<td>$30-115</td>
<td>$627</td>
<td>6,727</td>
<td>1996</td>
<td>Arthur Hils (760) 772-7334</td>
<td>Gordon Leith (760) 772-3344</td>
<td><a href="mailto:glen@heritage.com">glen@heritage.com</a></td>
<td></td>
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</tr>
<tr>
<td>Hospera Golf &amp; Country Club</td>
<td>11707 Ranger Ave.</td>
<td>Hesperia, CA 92345</td>
<td>Alexander Richards</td>
<td>Public</td>
<td>$125-310</td>
<td>$30</td>
<td>$36</td>
<td>1952</td>
<td>Bill Bell Jr. (760) 244-9301</td>
<td>Dan Webb (760) 244-9301/932-0380</td>
<td>hosperacountryclub.com</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

N/A = Not Applicable  
WND = Would not Disclose  
na = not available. The information in the above list was obtained from ... press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to ... business journal.  

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**continued on page 29**
On June 28, the Board of Supervisors approved a balanced budget for the fiscal year that began on July 1. With the help of employee-approved salary deferrals, the use of reserves to create ongoing funding, and departmental budget reductions, the board was able to close an $89.4 million shortfall. The new budget eliminates 529 county positions, 85 of them currently filled.

As difficult as it might have been to balance this year’s budget, even greater fiscal challenges lie ahead. Due to a continuing decline in property tax revenues as well as increased costs, $133 million in deficits are projected for the next four years, including a $48 million deficit for the fiscal year that begins less than 12 short months from now.

A significant portion of this shortfall is due to increasing retirement costs. The county’s annual contribution to the retirement system rose by $6 million this year. By 2014, the annual local cost contribution will increase by close to $90 million—more than this year’s total budget shortfall. By 2013, fully staffing the Adelanto Jail Expansion will require $34.2 million in new funding. Finally, current labor contracts create more costs, funding for which the county simply doesn’t have.

The new county budget does not take into account the unknown impacts the state budget may eventually have on counties, nor does it address several large-scale unfunded liabilities, including a $215 million public safety communications system, $154 million in accumulated leave time, a $113 million public safety operations center, road and facility maintenance at adequate levels, and helicop-ter and fire engine replacement, just to name a few.

In light of some information submitted to the news media as the county’s budget was taking shape, it is important to point out that the county took many steps to save and cut back in addition to asking employees to defer scheduled pay increases. First, in October 2007, the county imposed a hiring freeze that resulted in 1,245 unfilled positions being cut from the budget, saving $108 million. The county also created a Retirement Incentive Program to encourage top-of-the-pay-scale employees to retire early. This created 300 additional vacant positions that were cut from the budget, saving an additional $26 million.

The county has aggressively sought other ways to save money and cut spending, as well. For example, the Board of Supervisors, the members of which each serve more than 400,000 county residents, cut $2.5 million from its budget for the new fiscal year. This resulted in some board staff members losing their jobs and others moving to other positions in the county.

Prior to the current budget, the county made cuts and achieved savings totaling more than $51.5 million. It has been pointed out that county spending increased when tax dollars were more plentiful. It has also been suggested that these resources could have been used more wisely to prepare for the recession. What needs to be clear is spending increased primarily to meet the needs of the county’s growing population. The bulk of additional investment occurred in the area of public safety, with programs launched to add patrol deputies to the unincorporated areas and contract cities, protect law enforcement officers by installing bullet-proof Kevlar in doors of their patrol units, arm-ing them with non-lethal taser devices, setting aside $25 million for a new crime lab, and investing $50 million in jail expansion.

The county also set aside significant sums of money into reserves and contingencies. Contingency funds have helped the county avoid some cuts during the second year in a row, saving $5.4 million. It’s also important to note that salaries for the Board of Supervisors are set by a formula established by the voters, and last year that formula resulted in a 1.5 percent pay cut for supervisors.

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As a business owner, have you ever just wanted to get the broom out and sweep out your entire team because they won’t do what you want them to do? You often wonder why your team won’t perform or execute what you want them to do. Have you ever worked for a company that couldn’t get their arms around their sales team? It gets so bad they can’t even get them to show up on time. Now that might not be the case with you; however, when companies don’t have a Standard Operating Procedure Handbook, the result is controlled chaos. There are five areas that can help you improve your profits and raise sales.

For a business to be even more successful today they need to have these first 4 P’s in place

1. People
    - If you have people working for you who are not committed to your team, then you have team breakers. They are like bad apples. You place them in a bushel of nice apples, and all they do is rot the rest. Have management find out who is committed, and who isn’t. You either tolerate, motivate or eliminate.

2. Policies
    - Having written policies will clear up miscommunication along with all the excuses you hear people use to cover up their mistakes. Today’s teams need to have clear expectations on how to perform at your company. The last thing you want is the underachievers teaching your new teammate how to break rules or make up their own rules.

3. Procedures
    - Teaching and training your team to execute the procedures is what makes your company different. This is how you do business at your company. Can you imagine having over 100 employees and the 100 of them having a 100 different ways to do business? What happens in business is that as you have employee turn over, the procedures become watered down, due to fact that most companies have put training on the shelf behind last year’s goods that you sold. The results are almost fatal, nobody knows what to do or the how to do.

4. Processes
    - This is more important today than most business owners realize. The process is the how to do it and where the rubber hits the road. How can business’s today expect their team to execute if they don’t have clear expectations or the skills to execute? Training for most companies has dried up like the Mojave Desert. Companies continually commit business suicide by placing untrained people in profitable positions without trained skills so they fail by default.

Ask any firefighters and they’ll tell you all they do is train. They never would show up at a fire and say, now what? The captain for the most part would never say, “I have no idea but if you put the wet stuff on the hot stuff that might work, or tell the other guy to do spray and pray or surround and drown.” Trained professional organizations have the right people, backed with policies and procedures that backed with trained people would allow them to follow the process. You can do the same thing, if you have standard operating procedures and follow the above rules. Business isn’t about life and death but at times it seems like it when you aren’t reaching the profits, you need to survive or grow. When you have clear strategies backed with a goal, your team will be able to focus on the main thing. That’s the key today, focus on the main thing, and keep the main thing the main thing.

The word focus is a magical word today in business, isn’t it? With people being distracted by so many gadgets, bringing their home problems and gossiping about who knows, no wonder employees aren’t focused. If you had a line on your financial statement of what it cost to not have your team execute properly, you would need a lifeline of Tums to help you relieve your heartburn. Teams need to be focused today to succeed and let’s see what focus and teams mean:

- F - Faithfully
- T - Train
- T - The
- O - On
- E - Educate
- E - Employee’s
- C - Course
- A - Act
- A - Always
- U - Until
- M - Motivate
- M - Matter
- S - Successful

continued on page 39
Ontario Office Deals Ring Up to Over $10 Mil

A pair of recent office leases in Ontario combined for over $10 mil in total value. The transactions, with University of Phoenix and Defense Contract Management Agency (DCMA), took place at the 100k-square-foot University Plaza, located at 3110 E. Guasti Road.

University Plaza is owned by The Hileman Company and is one of three Class A office buildings that make up Waterside Center. The development is located adjacent to I-10 near the Ontario International Airport on Guasti Road and Haven Avenue in Ontario’s Centrelake Development.

In the larger of the two deals, University of Phoenix signed a five and-a-half year lease extension that will keep the Ontario Learning Center, which occupies 50k square feet, at the building through 2017. The University of Phoenix’s Ontario Learning Center was one of the original tenants of the five-story building, which was built in 2004. The lease extension is valued at approximately $7.6 mil ($2.30/sf/mo). The Hileman Company represented itself, while Harlan Lindholm of Apollo Development Corporation repped the tenant in the deal.

In a separate transaction, Defense Contract Management Agency (DCMA) has signed a 10-year lease for 11.5k square feet to house the Ontario office of its Aeronautical Systems Division in a deal valued at $2.6 mil ($1.88/sf/mo). GSA, Taylor Ing, Michael Day, and Drew Sanden of CBRE represented both sides in the transaction.

The DCMA is the Department of Defense component that works directly with Defense suppliers to help ensure that the DoD, Federal and allied government supplies and services are delivered on time and at project cost. The DCMA has more than 9,000 civilian employees and 562 military personnel in 42 offices throughout the United States with active contracts worth more than $1 trillion.

University Plaza, which is now 75 percent leased, is part of a 16-acre, master-planned office campus acquired in 2007 by The Hileman Company in joint venture with Pacific Coast Capital Partners. The Hileman Company LLC is a real estate development and construction management company located in Los Angeles and a member of OntarioHQ, a newly formed alliance of competing office landlords working together to attract new businesses to the City of Ontario.

Phoenix Realty Group Purchases 424 Units in the Inland Empire

Phoenix Realty Group (PRG) recently acquired 424 apartment units in the Inland Empire in two transactions totaling over $30 million. The properties were purchased on behalf of its institutional real estate fund targeting workforce housing in Southern California.

In the larger deal, PRG bought the Arlington and Evergreen apartment communities in the city of Riverside for $19.8 million, representing a capitalization rate in the high 7% range. The properties contain 304 units in 24 buildings.

In the other transaction, PRG picked up Cielo Vista, consisting of 120 garden-style apartments in six buildings in the city of Fontana. The property was acquired for $11.7 million, amounting to a 35 percent discount on a distressed construction loan for the two-year-old property.

“Urban housing is a lynchpin for real estate’s recovery and the hard-hit rental markets surrounding Los Angeles have started to stabilize as job losses bottom out,” continued on page 25
Referral Exchange Network News Column

www.ReferralExchangeNetwork.com

EXECUTIVE SPOTLIGHTS

John Bruner, a native of Missouri and an engineering graduate of the University of Missouri Warrensburg, has lived with his family in Southern California since 1980. John began his career with Kemper Group, where at 25, he became the youngest regional manager to serve the company. In 1990, John advanced to vice president strategic management at Tokio Marine Nichido, one of the largest insurance firms in the world. From offices in New York and Pasadena, John led international teams of professionals through the design, development, and implementation of new products and services for Fortune 100 / 500 customers, independent agents, and personal lines customers. This past year, as principal owner of John Bruner Insurance Brokers, Bruner began to leverage this experience to develop a unique and effective business model at Farmers Insurance Group. There Bruner consults and helps families and local businesses throughout Southern California protect and grow their financial assets.

John Bruner’s Facebook Office: facebook.com/farmerssocial Phone: (909) 730.3366

Campbell Wright, CPP is the owner and operator of So Cal Access and Video www.socalaccessandvideo.com and aplusid.com. Campbell is a certified protective professional, board certified in security management by the American Society of Industrial Security. His particular area of expertise is in physical security systems.

Inland Empire in 1972. He attended public school in Claremont and graduated with a business degree from Cal-Poly Pomona. He chose to return to Claremont after experiencing other communities in and out of the state. He is married and active in his five children’s activities and fund-raising for the Claremont Educational Foundation. Campbell is passionate about delivering exceptional customer service, assisting business owners in protecting their assets and employees and doing so within their budget.

So Cal Access and Video provides system design, installation and business security consultation services for the implementation of card access control systems and digital video surveillance systems.

The website www.aplusid.com provides a complete shopping cart catalogue for photo ID system supplies such as ID card printers, photo ID systems, ID ribbons, plastic cards, access cards, lanyards, badge holders and badge reels that can also be customized to include your company logo or information.

For more information please visit these websites or contact Campbell directly at (909) 455-6505 or cw@socalaccessandvideo.com.

5 Steps to Living the 24 Ounce Life

By Bob Donnell
(949) 542-Next (6398)
www.nextlevel4success.com

Business Success Corner

“I believe that most people are trying to live a 24-ounce life in a 12-ounce glass.”

Bob Donnell, Founder of Next Level 4 Success

What does that mean? Well, I have found in all of my coaching, the seminars I have attended, and the seminars that I have given that most people are wanting to experience more of life that they can possibly handle.

Jim Rohn says “If you will become, you can attract” and to “work harder on yourself than you do on your job.”

I have found that most people work very little on themselves and yet want incredible results to just happen for them. That would be by accident—what I am proposing is living a life by design rather than by infliction.

“Living the 24-ounce life is more than just getting more money, a better car or even a nicer house! It is about living the life that you were created and designed to live, and not merely the life that has been inflicted upon you.”

The following are five easy ways for each person to start living the 24-ounce life:

1. Personal development—invest in yourself in books, tapes, videos, seminars (but only if you will actually use them).
2. Surround yourself with quality people (remember like attracts like)—studies have shown that our incomes, and lifestyles will be somewhere in the average of the five people we spend the majority of our time with. To many this means finding new friends.
3. Break your day into five areas, and do something in each area every day!

   • Family
   • Personal
   • Mental/Educational
   • Spiritual
   • Business (oh, by the way that business is last on the list. If you become better in the other areas, your performance will become better in your business, no matter what the business!)
4. Be sure to give (giving is a foundation for receiving.) “You can have anything you want in life, if you will help enough people get what they want first.”

   Zig Ziglar

5. Be grateful for everything: just because you don’t like everything, does not mean that everything does not have a purpose in the bigger scheme of things than you understand at present.
Everybody Sells! Transforming Exceptional Service Into Revenue Growth

By Walt Zeglinski

Even as the economy hints at making a rebound, markets are becoming more competitive and products are rapidly commoditizing. As customers cautiously begin to spend their tightly held dollars, companies are realizing that re-establishing their previous customer relationships isn’t enough. The success of their growth strategy depends on increasing customer acquisition and loyalty.

Traditionally, sales organizations were charged with executing successful growth strategies. However, in today’s upside-down economy, all employees are being asked to contribute to achieving revenue goals by upgrading their sales capabilities as part of an overall commitment to growth. Therein lies the first dilemma: how to acquire new customers and increase the number of products and services purchased per customer, while maintaining the high level responsiveness customers have come to expect. Despite the economic downturn, customers still demand high levels of service.

If you can identify ways to transform your employees’ service behaviors, you can expect to increase your customer base and your bottom line. That’s the second dilemma: convincing your service employees to integrate selling practices into their customer interactions. It means getting these employees to move beyond their current perception of what sales is, and to show their use of ethical principles in selling can be a service to their customers.

Understanding Service-Selling

In a pure service culture, organizational and employee behavior is contingent on their knowledge and skill in responding to customer questions or concerns. However, in a service-selling culture, employees practice the attitudes, beliefs and skills to proactively seek to understand customers’ wants and needs that will increase the value created in every customer experience. Service organizations that have not made this transition will find organic growth difficult. In fact, research has shown that a positive customer-service reputation does not guarantee you will be the first choice by consumers.

In order to achieve significant growth, everyone in an organization must enhance their commitment to identifying the specific wants and needs of their customers and demonstrating how the organization’s products and services can fulfill them. By helping your service-selling teams develop the attitude, beliefs and skills to provide more value to customers, they will build stronger emotional bonds in the relationship, a key prerequisite for customer receptivity and loyalty.

Overcoming the Barriers to Change

Many organizations serve their markets and their customers with a high level of personal “touch.” Even in today’s troubled economy and despite more aggressive competition and little differentiation, most committed service organizations can maintain their reputation for providing a high level of customer focus. At a time when most consumers feel “like a number,” this has great appeal.

But the successful transformation from a service culture to a service-selling culture can have many barriers—and most of them have nothing to do with knowledge and skill. Many employees struggle with the concern that embracing a sales philosophy may not be in the best interest of customers. As a result, they are resistant to adopting a service-selling philosophy.

To make matters worse, this negative view of selling has created a cynical perspective with leaders in many organizations. Although non-sales leadership may still be committed to growth, they will resist a strategy that may force superior service to take a back seat.

A successful transformation must engage the hearts and minds of employees and their leaders. To accomplish this, they must learn to embrace the definition of selling and service as two sides of the same coin. In our experience, employees will change their perceptions if they discover that selling, like service, is focused on identifying and fulfilling needs to create value for customers (rather than pushing products). In fact, if selling can be redefined as “doing something for someone,” your team will give themselves “permission” to ask the extra question or provide the added benefit that increases value.

Once this is achieved, you will be on the path to transformational change.

Building a Bridge Between Service and Selling

Organizations that encourage their employees to practice ethical principles while selling and serving customers, will find their people willing to reach beyond their traditional roles and establish a foundation for deeper, more productive customer relationships. Here are 10 ethical principles that, if consistently applied, will assist your employees build their service-selling relationships with your customers:

• Service and selling are an exchange of value.
• Service and selling are not something you do to customers; it’s something you do for and with them.
• Developing trust and rapport precedes any service or selling activity.
• Understanding a customer’s wants or needs always precedes an attempt to offer a solution.
• Service and selling techniques must give way to values-driven principles.
• Truth, respect and honesty provide the basis for long-term success with customers.
• Service and selling pressure is never exerted by a service team. It’s exerted only by customers when they want or need the solution being recommended.
• Dealing with customer concerns is never a manipulative process.
• It’s a strategy to overcome problems... when customers want to overcome the problems.
• Getting agreement to a solution is a victory for both the service team and the customer.
• Ethics and values contribute more to sales and service success than techniques or strategies.

Service Selling... the Great Multiplier

Most organizations understand that customer loyalty is a key factor in achieving profitable growth. If you define loyalty as the willingness of a customer to repurchase or provide referrals, than building high-value relationships is mission critical. Today’s challenging landscape has forced us to look beyond the sales team as value creators. Unless everyone in your organization is willing and
## Inland Empire's Largest Hotels

### Continued from page 7

<table>
<thead>
<tr>
<th>Hotel Address</th>
<th>City, State, Zip</th>
<th># of Rooms</th>
<th># of Suites</th>
<th>Total Meeting Sq. Ft.</th>
<th>Largest Group</th>
<th>Max. Sq. Ft.</th>
<th>Rate Range</th>
<th>Amenities</th>
<th>Top Local Executive</th>
<th>Title</th>
<th>Phone &amp; Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spinnaker Casino</td>
<td>100 N. Indian Canyon Dr. Palm Springs, CA 92262</td>
<td>230</td>
<td>20</td>
<td>6,500</td>
<td>200</td>
<td>1,800</td>
<td>$69-199</td>
<td>CR, FP, HG, JH, N, PJ, XL, RS</td>
<td>Jeff Popple</td>
<td>General Manager</td>
<td>(760) 830-1000/335-3215</td>
<td><a href="http://www.marriott.com">www.marriott.com</a></td>
</tr>
<tr>
<td>Miramonte Resort</td>
<td>45-500 Indian Wells Rd. Indian Wells, CA 92210</td>
<td>215</td>
<td>66</td>
<td>10,400</td>
<td>350</td>
<td>N/A</td>
<td>$99-349</td>
<td>B, FP, C, G, J, P, JG, JH, JI, RS</td>
<td>Stan Kutoswili</td>
<td>General Manager</td>
<td>(760) 341-2201/564-5545</td>
<td><a href="mailto:reservations@miramonteresort.com">reservations@miramonteresort.com</a></td>
</tr>
<tr>
<td>Residence Inn by Marriott</td>
<td>2023 Convention Center Way Ontario, CA 91784</td>
<td>200</td>
<td>200</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>$99-139</td>
<td>EF, PN, PC, CR, JL, CHLX, NS, SD, LT</td>
<td>Ren Carter</td>
<td>General Manager</td>
<td>(909) 877-2466/973-2662</td>
<td><a href="mailto:ontarioogen@unikoeppenhotel.com">ontarioogen@unikoeppenhotel.com</a></td>
</tr>
<tr>
<td>Hotel Zoso</td>
<td>150 S. Indian Canyon Dr. Palm Springs, CA 92262</td>
<td>165</td>
<td>5</td>
<td>22,500</td>
<td>250</td>
<td>22,000</td>
<td>$109-269</td>
<td>B, CR, FG, JS, JL, G, LN, PR, TX</td>
<td>Rowland Mahlendorf</td>
<td>General Manager</td>
<td>(909) 949-6016/949-6011</td>
<td><a href="http://www.hotelloso.com">www.hotelloso.com</a></td>
</tr>
<tr>
<td>Courtyard by Marriott</td>
<td>3101 University Ave. Riverside, CA 92507</td>
<td>163</td>
<td>1,500</td>
<td>100</td>
<td>na</td>
<td>na</td>
<td>$89-129</td>
<td>B, FP, JS, JL, N, P, RS, SD, ST, W</td>
<td>Jean Hill</td>
<td>General Manager</td>
<td>(909) 777-2464/777-2462</td>
<td><a href="mailto:jhill@marriott.com">jhill@marriott.com</a></td>
</tr>
<tr>
<td>Shilo Hilltop Suites &amp; Hotel</td>
<td>3101 Temple Ave. Pomona, CA 91766</td>
<td>161</td>
<td>150</td>
<td>11,200</td>
<td>600</td>
<td>6,000</td>
<td>$102-258</td>
<td>B, CR, JF, FG, JH, JL, N, PR, RJ, SS, SD, SR, WR, X</td>
<td>Tracy Anglione</td>
<td>General Manager</td>
<td>(909) 570-9405/570-9584</td>
<td><a href="mailto:loris.schweitzer@divikona.com">loris.schweitzer@divikona.com</a></td>
</tr>
<tr>
<td>Northwoods Resort</td>
<td>40050 Village Dr. Big Bear Lake, CA 92315</td>
<td>144</td>
<td>9</td>
<td>9,000</td>
<td>400</td>
<td>4,000</td>
<td>$109-599</td>
<td>B, CR, FG, BS, JH, NP, JR</td>
<td>Sheri Hauley</td>
<td>General Manager</td>
<td>(951) 836-1126/836-1451</td>
<td><a href="mailto:s.hauley@northwoodsresort.com">s.hauley@northwoodsresort.com</a></td>
</tr>
<tr>
<td>La Quinta Inn &amp; Suites Ontario Airport</td>
<td>3551 India Empire Blvd Ontario, CA 91764</td>
<td>144</td>
<td>8</td>
<td>675</td>
<td>60</td>
<td>675</td>
<td>$70-149</td>
<td>FP, P, CR, LC, JG, JW</td>
<td>Alex Oh</td>
<td>General Manager</td>
<td>(909) 476-1124/476-1171</td>
<td><a href="mailto:s.oh@laquintainn.com">s.oh@laquintainn.com</a></td>
</tr>
<tr>
<td>Ayres Suites Ontario at the Mills Mall</td>
<td>4570 Mills Circle Ontario, CA 91764</td>
<td>140</td>
<td>8</td>
<td>2,222</td>
<td>80</td>
<td>1,180</td>
<td>$125-375</td>
<td>FP, P, CR, JL, BC, JR</td>
<td>Carlos Mondeno</td>
<td>General Manager</td>
<td>(909) 431-0943/431-2401</td>
<td><a href="mailto:cmendon30@ayreshotels.com">cmendon30@ayreshotels.com</a></td>
</tr>
<tr>
<td>Aloft Ontario</td>
<td>1625 North Forty-First St. Rancho Cucamonga, CA 91730</td>
<td>136</td>
<td>8</td>
<td>504</td>
<td>55</td>
<td>N/A</td>
<td>$99-299</td>
<td>B, CR, FG, JL, JG, NP, JS, P, SD, W, X</td>
<td>Christina Bervill</td>
<td>General Manager</td>
<td>(909) 448-1683/448-6491</td>
<td><a href="mailto:christina.bervill@alofthotels.com">christina.bervill@alofthotels.com</a></td>
</tr>
<tr>
<td>Hyatt Place</td>
<td>4100 E Etiwanda Avenue Ontario, CA 91761</td>
<td>127</td>
<td>20</td>
<td>850</td>
<td>57</td>
<td>N/A</td>
<td>$119-269</td>
<td>B, FP, JF, BC, CH, LC, JG, JW</td>
<td>Dianne Floryan</td>
<td>General Manager</td>
<td>(909) 880-2201/878-5312</td>
<td><a href="mailto:dfloryan@hyatt.com">dfloryan@hyatt.com</a></td>
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<tr>
<td>Fairfield Inn By Marriott</td>
<td>3201 E. Center Lake Drive Ontario, CA 91761</td>
<td>116</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>$79-99</td>
<td>B, CR, P, JD, SJ, ST</td>
<td>Denise Gerard</td>
<td>General Manager</td>
<td>(909) 350-9555/950-8135</td>
<td><a href="mailto:f.liotti@marriott.com">f.liotti@marriott.com</a></td>
</tr>
</tbody>
</table>

**Notes:**
- N/A = Not Applicable
- WD = Would Not Disclose
- na = not available
- The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions to company headquarters at: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2010 by IEBJ.
### Banks in the Inland Empire

**Ranked by Total Assets as of September 1, 2010**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>Tangible Capital (R.O.A.E.)</th>
<th>% Tangible Capital Ratio</th>
<th>% Risk-Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title</th>
<th>Address (I.E.)</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Bank of America California</td>
<td>101 N. Tryon St.</td>
<td>Charlotte, NC 28255</td>
<td>2,966,086,945,000</td>
<td>4.64%</td>
<td>5.33%</td>
<td>6.02%</td>
<td>14.78%</td>
<td>6,305,052,000</td>
<td>Brian Meynahan/CEO</td>
<td>11370 7th St.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 580-6287</td>
</tr>
<tr>
<td><strong>2.</strong> J.P. Morgan Bank &amp; Trust, N.A.</td>
<td>270 Park Ave.</td>
<td>New York, NY 10017</td>
<td>2,014,019,000,000</td>
<td>-22.51%</td>
<td>11.77%</td>
<td>6.05%</td>
<td>15.76%</td>
<td>8,121,000,000</td>
<td>James Dorman/CEO</td>
<td>1108 Millikan Blvd.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 461-4800</td>
</tr>
<tr>
<td><strong>3.</strong> Citibank</td>
<td>300 Park Ave.</td>
<td>New York, NY 10504</td>
<td>1,037,650,000,000</td>
<td>12.50%</td>
<td>6.46%</td>
<td>6.39%</td>
<td>15.59%</td>
<td>7,123,000,000</td>
<td>Vikram Shankar Pandit/CEO</td>
<td>100 E. 53rd St.</td>
<td>New York, NY 10022</td>
<td>(212) 701-0000</td>
</tr>
<tr>
<td><strong>4.</strong> Wells Fargo &amp; Company</td>
<td>420 Montgomery St.</td>
<td>San Francisco, CA 94104</td>
<td>1,225,662,000,000</td>
<td>0.35%</td>
<td>10.59%</td>
<td>6.99%</td>
<td>14.53%</td>
<td>5,069,000,000</td>
<td>John G. Stumpf/CEO</td>
<td>3120 Molera St.</td>
<td>Monterey, CA 93940</td>
<td>(800) 243-3024</td>
</tr>
<tr>
<td><strong>5.</strong> U.S. Bank</td>
<td>421 Walnut St.</td>
<td>Cincinnati, OH 45202</td>
<td>278,464,604,000</td>
<td>1.38%</td>
<td>11.48%</td>
<td>5.55%</td>
<td>11.76%</td>
<td>1,066,299,000</td>
<td>Richard K. Davis/CEO</td>
<td>2280 S. Grove Ave.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 447-8160</td>
</tr>
<tr>
<td><strong>6.</strong> Union Bank, N.A.</td>
<td>400 California St.</td>
<td>San Francisco, CA 94104</td>
<td>81,842,126,000</td>
<td>5.79%</td>
<td>9.68%</td>
<td>8.27%</td>
<td>13.11%</td>
<td>213,169,000</td>
<td>Masaaki Oka/CEO</td>
<td>701 N. Haven Ave.</td>
<td>Ontario, CA 91764</td>
<td>(909) 944-3341</td>
</tr>
<tr>
<td><strong>7.</strong> Bank of the West</td>
<td>180 Montgomery St.</td>
<td>San Francisco, CA 94104</td>
<td>61,140,418,000</td>
<td>-0.24%</td>
<td>10.79%</td>
<td>10.79%</td>
<td>13.67%</td>
<td>61,059,000</td>
<td>Michael Sheppard/CEO</td>
<td>11622 El Camino Real</td>
<td>Montclair, CA 91763-1523</td>
<td>(909) 881-2256</td>
</tr>
<tr>
<td><strong>8.</strong> City National Bank</td>
<td>555 S. Flower St.</td>
<td>Los Angeles, CA 90071</td>
<td>20,894,855,000</td>
<td>23.1%</td>
<td>8.89%</td>
<td>8.23%</td>
<td>14.99%</td>
<td>61,675,000</td>
<td>Russell D. Goldsmith/CEO</td>
<td>13835 Inland Empire Blvd.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 846-2470</td>
</tr>
<tr>
<td><strong>9.</strong> East West Bank</td>
<td>133 N. Los Robles Ave.</td>
<td>Pasadena, CA 91101</td>
<td>19,097,475,000</td>
<td>-6.60%</td>
<td>6.72%</td>
<td>9.42%</td>
<td>18.68%</td>
<td>63,726,000</td>
<td>Dominic Ng/CEO</td>
<td>5237 E. Guasti Rd.</td>
<td>Ontario, CA 91764</td>
<td>(800) 708-2001</td>
</tr>
<tr>
<td><strong>10.</strong> First-Citizens Bank &amp; Trust</td>
<td>239 Fayetteville St. Mall</td>
<td>Raleigh, NC 27601</td>
<td>18,157,194,000</td>
<td>-7.13%</td>
<td>7.78%</td>
<td>7.94%</td>
<td>15.05%</td>
<td>141,393,000</td>
<td>Frank Brown Holding Inc./CEO</td>
<td>1385 Inland Empire Blvd.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 245-6709</td>
</tr>
<tr>
<td><strong>11.</strong> California Bank &amp; Trust</td>
<td>11022 El Camino Real</td>
<td>San Diego, CA 92130</td>
<td>11,177,633,000</td>
<td>-2.79%</td>
<td>6.19%</td>
<td>9.38%</td>
<td>12.73%</td>
<td>24,231,000</td>
<td>David E. Blackford/CEO</td>
<td>180 Montgomery St.</td>
<td>Oakland, CA 94607</td>
<td>(800) 274-6660</td>
</tr>
<tr>
<td><strong>12.</strong> FirstBank</td>
<td>12145 W. Colfax Ave.</td>
<td>Lakewood, CO 80215</td>
<td>10,315,643,000</td>
<td>-5.79%</td>
<td>9.79%</td>
<td>8.06%</td>
<td>14.52%</td>
<td>2,014,019,000,000</td>
<td>John A. Luck/CFO</td>
<td>1301 E. Guasti Rd.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 980-0287</td>
</tr>
<tr>
<td><strong>13.</strong> Rabobank, N.A.</td>
<td>3600 Concours St.</td>
<td>Ontario, CA 91761</td>
<td>10,222,357,000</td>
<td>36.73%</td>
<td>6.39%</td>
<td>12.69%</td>
<td>16.20%</td>
<td>5,015,000</td>
<td>Ronald Blik</td>
<td>3600 Concours St.</td>
<td>Ontario, CA 91766</td>
<td>(909) 734-4788</td>
</tr>
<tr>
<td><strong>14.</strong> Citizens Business Bank</td>
<td>711 N. Haven Ave.</td>
<td>Ontario, CA 91764</td>
<td>6,853,022,000</td>
<td>4.22%</td>
<td>10.46%</td>
<td>10.51%</td>
<td>17.11%</td>
<td>37,617,000</td>
<td>Christopher J. Myers/CEO</td>
<td>701 N. Haven Ave.</td>
<td>Ontario, CA 91764</td>
<td>(909) 947-8586</td>
</tr>
<tr>
<td><strong>15.</strong> Pacific Western Bank</td>
<td>520 Wilshire Blvd.</td>
<td>Santa Ana, CA 92701</td>
<td>5,141,836,000</td>
<td>-3.94%</td>
<td>3.89%</td>
<td>10.59%</td>
<td>15.76%</td>
<td>53,274,000</td>
<td>Matthew P. Wagner/CEO</td>
<td>2401 South Grove Ave.</td>
<td>Ontario, CA 91764</td>
<td>(909) 947-8586</td>
</tr>
<tr>
<td><strong>16.</strong> Webster State Bank</td>
<td>520 Wilshire Blvd., Ste. 1400</td>
<td>Los Angeles, CA 90010</td>
<td>3,433,810,000</td>
<td>-2.81%</td>
<td>9.32%</td>
<td>4.2%</td>
<td>14.75%</td>
<td>1,142,000</td>
<td>Joanne Kim/President &amp; CEO</td>
<td>4500 Archibald Ave.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 870-7550</td>
</tr>
<tr>
<td><strong>17.</strong> Community Bank</td>
<td>790 E. Colusa Blvd.</td>
<td>Pasadena, CA 91101</td>
<td>2,537,827,000</td>
<td>3.45%</td>
<td>9.90%</td>
<td>12.47%</td>
<td>9,484,000</td>
<td>David P. Malone/CEO</td>
<td>790 E. Colusa Blvd.</td>
<td>Pasadena, CA 91101</td>
<td>(828) 230-3642</td>
<td><a href="http://www.cbank.com">www.cbank.com</a></td>
</tr>
</tbody>
</table>
TriTech On The Move!

The Riverside Community College District (RCCD) is opening an economic development center in the City of Corona called The Entrepreneurial Resource Center. On October 1st TriTech SBDC is excited and pleased to announce that they will be apart of this new business development center. The location will be across from Bank of America at this address: 152 E. Sixth Street, Corona, CA 92879. The center will assist in job training, business building, and job creation.

C A L I F O R N I A
S B D C
TriTech
Mark Mitchell
TriTech SBDC
951-571-6477

TriTech Short/The TriTech SBDC, an economic development program of Riverside Community College District, is a program partially funded by the U.S. Small Business Administration, the California Community Colleges Chancellor’s Office, and California State University Fullerton and extended to the public on a non-discriminatory basis. SBA and California State University Fullerton cannot endorse any products, opinions or services of any external parties or activities. Reasonable accommodations for persons with disabilities will be made if requested at least two weeks in advance.

AM 1510 KSPA
www.AM1510KSPA.com

Dr. Laura Schlessinger

Daily at noon - 2:30 p.m.

The Dr. Laura Show is one of the most popular talk shows in radio history!

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DEEPER ROOTS
On the Verge of Tremendous Growth

By Mike Borja, Management Analyst
City of Adelanto

On the verge of tremendous growth is the City of Adelanto. Located in the western portion of the High Desert, Adelanto is comfortably removed from the urban sprawl of Los Angeles, yet close enough to take advantage of urban amenities and resources.

Adelanto offers the perfect blend of small town charm and big city convenience. It provides an excellent standard of living, while retaining the hard working, civic-minded people that have provided the foundation for Adelanto’s growth.

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U.S. News & World Report has ranked California State University, San Bernardino 22nd on its list of top regional public universities in the West in its 2011 America's Best Colleges guidebook, which was released Aug. 17.

The university also was listed in the top tier (No. 62) of U.S. News & World Report's overall list of the West's best regional universities, which includes both public and private institutions.

The regional universities category includes universities that provide a full range of undergraduate and master's degree programs but few, if any, doctoral degree programs.

"It's always a wonderful honor to be included in the U.S. News & World Report listings, and it's especially nice to be recognized to be among the top public universities in the West and in the top tier of all public and private schools in the region," said Albert Karnig, president of Cal State San Bernardino.

"Following similar recognitions by the Princeton Review and Forbes, this is another confirmation of the outstanding work and dedication of our faculty and staff."

CSUSB ranked 10th in ethnic diversity and 20th for most international students among universities in the West. It also ranked eighth for economic diversity among its students, as measured by 57 percent of its students receiving Pell grants.

Cal State San Bernardino’s freshman retention rate was No. 23 in the entire region.

A total of 572 universities were classified as regional universities, and of that group, 254 are public schools. They were placed into one of four geographic categories (North, South, Midwest and West).

The West region includes institutions from 15 states:


The U.S. News rankings are available at www.usnews.com and in the 2011 America's Best Colleges guidebook.

Earlier last month, Cal State San Bernardino also was selected by The Princeton Review as one of its “Best in the West” colleges and universities, and it made the Forbes list of “America’s Best Colleges.”

For more information, contact the CSUSB Office of Public Affairs at (909) 537-5007 and visit http://news.csusb.edu.
### Banks in the Inland Empire

**Ranked by Total Assets as of September 1, 2010**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Tangible Assets $</th>
<th>% Change</th>
<th>% Tangible Capital (ROA,E)</th>
<th>% Tangible Capital Ratio</th>
<th>% Risk-Based Capital Ratio</th>
<th>Income $</th>
<th>Top Executive/Title</th>
<th>Address (Headquarters)</th>
<th>City, State, Zip</th>
<th>Phone/Fax</th>
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</thead>
<tbody>
<tr>
<td>Mission Oaks National Bank</td>
<td>187,141,000</td>
<td>1.24%</td>
<td>-53.54%</td>
<td>7.27%</td>
<td>10.87%</td>
<td>2,464,000</td>
<td>Gary W. Votapka</td>
<td>301 Enterprise Circle S.</td>
<td>Temecula, CA 92590</td>
<td>(951) 719-1200/719-1201</td>
<td><a href="mailto:gvwotapka@missionoaksbank.com">gvwotapka@missionoaksbank.com</a></td>
</tr>
<tr>
<td>Premier Service Bank</td>
<td>155,842,000</td>
<td>-5.55%</td>
<td>-56.42%</td>
<td>9.99%</td>
<td>11.36%</td>
<td>2,194,000</td>
<td>Larry J. Peck</td>
<td>3671 Arlington Ave.</td>
<td>Riverside, CA 92506</td>
<td>(951) 274-2400/274-2410</td>
<td><a href="mailto:ljkpeck@premierservicebank.com">ljkpeck@premierservicebank.com</a></td>
</tr>
<tr>
<td>Golden State Bank</td>
<td>147,898,000</td>
<td>-41.38%</td>
<td>5.32%</td>
<td>6.54%</td>
<td>9.84%</td>
<td>971,000</td>
<td>Tom Brimpton</td>
<td>1300 W. Foothill Blvd.</td>
<td>Upland, CA 91786</td>
<td>(909) 981-4000/981-5393</td>
<td><a href="http://www.goldenstatebusinessbank.com">www.goldenstatebusinessbank.com</a></td>
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<tr>
<td>First Mountain Bank</td>
<td>136,605,000</td>
<td>-2.04%</td>
<td>0.62%</td>
<td>10.98%</td>
<td>13.11%</td>
<td>131,000</td>
<td>John G. Bierer</td>
<td>40883 Big Bear Blvd.</td>
<td>Big Bear Lake, CA 92315</td>
<td>(909) 866-3885/360-5347</td>
<td><a href="http://www.firstmountainbank.com">www.firstmountainbank.com</a></td>
</tr>
<tr>
<td>Chino Commercial Bank, N.A.</td>
<td>113,229,000</td>
<td>9.23%</td>
<td>3.01%</td>
<td>8.37%</td>
<td>13.75%</td>
<td>167,000</td>
<td>Dari H. Browm</td>
<td>151 S. Grove Ave.</td>
<td>Ontario, CA 91761</td>
<td>(909) 274-1200/274-5393</td>
<td><a href="mailto:darihbrowm@chinoscommercialbank.com">darihbrowm@chinoscommercialbank.com</a></td>
</tr>
<tr>
<td>Commerce Bank of Temecula Valley</td>
<td>45,887,000</td>
<td>4.71%</td>
<td>-4.71%</td>
<td>21.55%</td>
<td>27.75%</td>
<td>775,000</td>
<td>Janice M. Abromt</td>
<td>25220 Hancock Ave.</td>
<td>Murrieta, CA 92562</td>
<td>(951) 973-7800/973-7890</td>
<td><a href="http://www.commercebanktv.com">www.commercebanktv.com</a></td>
</tr>
<tr>
<td>BBVA Bancomer USA</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td>na</td>
<td>4,145,000</td>
<td>Eugenio H. Wood</td>
<td>411 W. Holt Blvd.</td>
<td>San Bernardino, CA 92402</td>
<td>(909) 486-0129/480-3079</td>
<td><a href="http://www.bbvabancomerusa.com">www.bbvabancomerusa.com</a></td>
</tr>
</tbody>
</table>

* N/A = Not Available, WND = Would not Disclose, na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge, the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions in company letterhead to The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Michael R. Natzic with Stone & Youngberg. Copyright 2010 by IEBJ.*

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* *2009 SBA data, **2008 CBA data.
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California going all the way back to 1976. California’s unemployment rate is a full 2.7 percentage points above the U.S. average, and the unemployment gap has widened by eight-tenths of a percentage point over the past 12 months.

Inland Empire
- Riverside and San Bernardino counties have been among the worst hit in southern California. The exposure of this region to the housing bubble was immense, but here too signs of economic stabilization are beginning to emerge. Job losses have subsided for the most part. The region added 3,800 nonfarm jobs in May, but two-thirds of the gains were due to federal government Census hiring. Notable monthly gains occurred in trade, transportation and utilities. Over the past 12 months, the Inland Empire lost another 35,200 nonfarm jobs, 3.1 percent of the total. Health and social services was the only industry to report gains over the past year, adding 200 net jobs. Construction led the region in job declines, losing 11,700 jobs, or 16.8 percent of the total.
- Existing home sales in the Inland Empire area are not as encouraging as in the rest of the state. Existing home sales actually fell 3.5 percent in May and are now down 25.1 percent from a year ago. The homebuyer tax credit appears to have boosted sales in March, but no such boost was visible in April and May. Still, median existing home prices have already recovered 21.2 percent from May. Still, median existing home prices have already recovered.

Real Estate...
Real Estate... said Edward J. Ratnoff, PRG’s managing director, national acquisitions. “Rents appear to be at the low point in the cycle, and we see this as an opportune time to leverage our available capital and agency financing experience to acquire assets with inherent potential,” he said.

“We see demand for Inland Empire rental resurfacing in 2011. As unemployment levels off, there will be less need for people to double up with friends and family,” explained Alex Saunders, PRG senior vice president. “With virtually no new apartment construction in these areas, future demand will be absorbed by properties such as these,” he added.

Saunders pointed to the tightening mortgage market fueling stronger demand for more rental units in the Inland Empire. “Even with the crash in for-sale housing prices, the total monthly housing payment on a median-priced home in Riverside or San Bernardino counties still exceeds the current average rents of approximately $800 - $1,000 a month found in these assets.”

ARK Management Lands 424k Square Foot Retail Assignment
ARK Management was awarded the management assignment for Lake Elsinore Marketplace, a 424.9k-square-foot power center in Lake Elsinore. The firm has added more than 650k square feet of third-party commercial management space to its portfolio in the past three months.

Lake Elsinore Marketplace, a Class “A” retail property anchored by Lowes, Costco, PetSmart, Staples and Bed, Bath & Beyond, is currently 99 percent occupied. Additional tenants include Archibald’s, AT&T, Chili’s, Coffee Bean and Tea Leaf, Del Taco, Dollar Tree, EZ Lube, Great Clips, Juice It Up, Kirklands, Kut N Beauty, Marketplace Dental, Maui Hawaiian BBQ, My Day Tan & Spa, Panda Express, ProfessionNail, Submarina, Susie’s Deals, Taco Del Mar, USA Credit Union, Wells Fargo Bank and Wendy’s. The property also has a pad space available for a freestanding 3k square foot to 3.5k-square-foot retail building with a drive-thru.

Lake Elsinore Marketplace boasts excellent freeway visibility and is located directly off I-15 at Central Avenue. Completed in 2006, the center was developed and is owned by Abrams & Howells Development LLC.

Barstow Mall to Be Spruced Up
Renovation work is underway at Barstow Mall, located at 1900 East Main Street, just east of I-15 in Barstow. The project includes demolition and the reconfiguration of 37.5k square feet of space formerly occupied by Sears, to make room for the County of San Bernardino’s new social service office for the Transition Assistance Department and Children and Family Services, located at the east end of the mall. The tenant improvements should be completed Nov. 1, with plans to be open for business by Dec. 1, 2010.

The construction is being handled by Hodgdon-Miank Construction, with Dan Wallner serving as the project manager and Thom Duncan as the project superintendent. Peter Ko and Brit Lindberg of Ko Architects of Palo Alto are the architects for the project. Chris Jaramillo of DAUM Commercial represented the mall owner, TT Group of San Jose, in the lease transaction with the County of San Bernardino.

NAI Capital and The Bradco Companies Marketing New Victorville Industrial Project
NAI Capital and The Bradco Companies have teamed up to sell a brand new boutique industrial park in Victorville that consists of six separately constructed concrete

continued on page 28

continued on page 25
let our brave men and women know that they were not forgotten. It is a non-profit organization where all monies collected go directly to the troops and their families. Supplies are the only expense.

In today’s world, community involvement is more important than ever. Too often we see military to military recognition but we find that community involvement needs to change, and we are here to facilitate this process. We need to understand the nature and emotional needs of our returning soldiers and their families here at home. When a soldier returns, he or she faces all the same problems we do with expenses, marital situations, child care, etc. However, we find that they have an entire set of concerns that we have no idea how to handle.

Our motto, “Freedom Isn’t Free” takes into consideration the price our soldiers and their families pay and the cost to serve our soldiers. As it stands today, we have a need for over $30,000. First, and foremost, we are facing a $10,000 plus bill for our Christmas shipment to the troops in addition to funding two additional programs as listed below:

1) OCC to become a unifying agency for local troops, families and veterans and connecting them with agencies and resources as they transition from military life back to civilian life.

2) At home assistance: To provide assistance to spouses and children at home while our soldiers are deployed. Many families today struggle to make ends meet while their spouses are deployed. It includes counseling from retired sociologists and psychologists who donate their time.

In an effort to raise funds, we are hosting a golf tournament on Monday, Oct. 4th at the Golf Club at Glen Ivy in Corona. We still have sponsorship packages available as well as room for additional foursomes.

Two additional groups we work with are the Blue Star Mothers (mother’s who have a child in the military) and the Military Family Readiness Group, which helps families cope with their child’s military career deployment and return. Both are dedicated to providing support for their respective groups.

Please visit our web site operationcommunitycares.org and become friends with us on Facebook.

Thank you, and God Bless America!

Ryan Orr is a founder of OCC and an assistant vice president of Ticor Tile. Ryan has seven years’ experience in the title insurance business and is a resident of Rancho Cucamonga. He is married to Danielle and has two beautiful children, Riley and Bryce. Ryan’s commitment to the local area and industry is shown in his efforts with many local organizations. Some examples of them are, but are not limited to: Citrus Valley Association of Realtors, West End Real Estate Professionals, California Association of Mortgage Brokers, Rancho Cucamonga Chamber of Commerce, Inland Empire United Way, and Operation Community Cares.

On The... continued from pg. 22

minded mentality in which the area was built. With a growing popula-
tion of over 28,000 residents and a city that encompasses approximately 52 square miles, Adelanto looks to capitalize in all areas of development.

Since breaking ground in 2005, Stater Bros., in the Adelanto marketplace, has seen significant growth. The supermarket chain was the first and encompasses approximately 90,000 square feet of retail space. With phase two completed, there is an additional 19,000 square feet of commercial space available. The center offers the community its first “eco-friendly” bank from Bank of America, its first in the country.

The Adelanto Towne Center, a 280,000-square-foot retail project on 35 acres, will feature Target as its main anchor and is considered to be the store’s future prototype. It’s part of Highway 395’s prospect as a major retail corridor in the region. The City of Adelanto partnered with the Lewis Retail Group to bring this development to the community.

One of the biggest logistics’ projects coming to the region is the Adelanto Gateway Logistics Center, a 400-acre industrial project positioned across from the Southern California Logistics Airport. It will serve as a distribution center for the Los Angeles basin as well as for Arizona, Nevada, and Utah.

All of the buildings will be for sale or lease, with AMB Property set to manage the leased properties.

With more than 80 companies selecting Adelanto as their place of business, Adelanto has constructed over 8,000 homes for the increased workforce of almost 5,000 new jobs in its five industrial parks.

Known as the “City of Unlimited Possibilities,” Adelanto’s philosophy looks to be well underway.
City of La Quinta helps businesses pool ad resources. Some La Quinta businesses get a boost to their advertising budget from a rarely tapped source: The city.

La Quinta's cooperative marketing program began last year when FG Creative came on as the city's marketing firm. The idea is for businesses that share a product, geographic location or any other unifying characteristic to collaborate in an advertising campaign. The city then helps to finance it.

The idea was used previously to promote hotels in the city, so officials decided that extending the offer to local businesses in a down economy was a win-win.

For more information about La Quinta’s cooperative marketing program visit www.la-quinta.org.

Women Leaders Forum awards $15,500 in college scholarships—WLF focuses its scholarship awards on Coachella Valley high school students who have taken part in its Young Women Ambassadors (YWA) program, an active and innovative outreach program that provides leadership training.

WLF is thrilled to have been chosen this year as a partner of Pathways to Success (PTS) matching scholarship program. “Our partnership with PTS challenged us to step up our award amounts this year,” said WLF Scholarship Co-Chair Rebecca Kenary. “We are giving $2500 scholarships to five deserving young women, up from $1000 awards in the past.”

For more information about Women Leaders Forum visit www.wlfdesert.org.
a year ago. With home sales expected to remain weak over the rest of the year, further home price gains in the Inland Empire Area will be difficult. Indeed, a modest double dip in home prices is possible even with the median price already low by California standards at $194,959.

- Commercial construction is not faring any better than residential. Industrial permits so far this year are running about half what they were last year. No hotel permits have been issued and retail permits are flat compared to last year. It is clear that commercial construction in the Inland Empire area will have to wait at least another year, maybe two, before commercial activity starts clawing its way higher.

- Population growth and in-migration was the big economic driver for the Inland Empire, increasing demand for housing, retail trade and services. But the depth of this recession has stopped that immigration. Most people move to a region primarily for economic opportunity. This deceleration in population growth has magnified the effects of the housing bubble.

Conclusion: Tentative Signs of Recovery

California is lurching toward a modest economic recovery from one of the deepest economic downturns in the state’s history. Job growth remains highly uneven and fragile with the bulk of the net job gains so far this year found in temporary help services and Census hiring. We are currently forecasting California payrolls to contract 1.4 percent this year before expanding 1.3 percent in 2011. The state unemployment rate remains well above the national average and has widened by eight-tenths of a percentage point.
### Golf Courses in the Inland Empire

**Listed Alphabetically**

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Mgmt. Co. or Owner</th>
<th>Type of Course</th>
<th>Membership Fees</th>
<th>Green Fees: Weekdays/Days</th>
<th>Length of Course (Yds.)</th>
<th>Top Local Pro or Manager</th>
<th>Phone/Fax</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hidden Spring Country Club</td>
<td>15500 Bubbling Wells Rd.</td>
<td>Desert Hot Springs, CA 92240</td>
<td>Public</td>
<td>N/A</td>
<td>$10-15</td>
<td>3,054</td>
<td>1977</td>
<td>Unknown</td>
<td>(760) 329-4816</td>
<td><a href="mailto:doug@cal-am.com">doug@cal-am.com</a></td>
</tr>
<tr>
<td>Hidden Valley Golf Club</td>
<td>10 Clubhouse Dr.</td>
<td>Norco, CA 92860</td>
<td>Private</td>
<td>N/A</td>
<td>$40-50</td>
<td>6,480</td>
<td>1997</td>
<td>Casey O’Callaghan</td>
<td>(760) 737-1010</td>
<td><a href="mailto:george@hiddenvalleygolf.com">george@hiddenvalleygolf.com</a></td>
</tr>
<tr>
<td>Indian Hills Golf Club</td>
<td>5700 Clubhouse Dr.</td>
<td>Riverside, CA 92509</td>
<td>Public</td>
<td>N/A</td>
<td>$30</td>
<td>6,600</td>
<td>1965</td>
<td>Harold Heers</td>
<td>(909) 360-2090</td>
<td><a href="mailto:nelindabigolf@gmail.com">nelindabigolf@gmail.com</a></td>
</tr>
<tr>
<td>Indian Palms Country Club</td>
<td>49-630 Monroe St.</td>
<td>Indio, CA 92221</td>
<td>Public</td>
<td>N/A</td>
<td>$25-80</td>
<td>6,400</td>
<td>1948</td>
<td>John Fought</td>
<td>(760) 346-6653</td>
<td><a href="mailto:reggie@indopenms.com">reggie@indopenms.com</a></td>
</tr>
<tr>
<td>Indian Springs Golf &amp; Country Club</td>
<td>79041 Westward Ho Indio, CA 92221</td>
<td>Semi-Private</td>
<td>N/A</td>
<td>$40-99</td>
<td>6,713 (Gold Tees)</td>
<td>30,000</td>
<td>2000</td>
<td>Dave Ginkel</td>
<td>(760) 289-8988</td>
<td><a href="mailto:neil@indiapalms.com">neil@indiapalms.com</a></td>
</tr>
<tr>
<td>Indian Wells Golf Resort</td>
<td>44-550 Indian Wells Ln.</td>
<td>Indian Wells, CA 92211</td>
<td>Semi-Private</td>
<td>N/A</td>
<td>$65-$195</td>
<td>7,050</td>
<td>2006</td>
<td>John Fought</td>
<td>(760) 346-6653</td>
<td><a href="mailto:richard@rwr.com">richard@rwr.com</a></td>
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<tr>
<td>Indio Golf Course</td>
<td>63-129 Ave. 43</td>
<td>Indio, CA 92221</td>
<td>Public</td>
<td>N/A</td>
<td>$15-$20</td>
<td>50,000</td>
<td>1964</td>
<td>Larry Hughes</td>
<td>(760) 737-9156</td>
<td><a href="mailto:jimcurtis@indigo.org">jimcurtis@indigo.org</a></td>
</tr>
<tr>
<td>Jurupa Hills Country Club</td>
<td>6716 Moraga Ave. Riverside, CA 92509</td>
<td>Public</td>
<td>N/A</td>
<td>$28-46</td>
<td>6,020</td>
<td>1960</td>
<td>Billy Bell</td>
<td>(909) 683-7214</td>
<td><a href="mailto:karen@juniorgolf.com">karen@juniorgolf.com</a></td>
<td></td>
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<tr>
<td>La Quinta Dunes Course</td>
<td>49-499 Avenida Vista Bonita La Quinta, CA 92253</td>
<td>Public</td>
<td>N/A</td>
<td>$59-199</td>
<td>6,750</td>
<td>1985</td>
<td>Pete Dye</td>
<td>(760) 743-9278</td>
<td><a href="mailto:billshaw@laquintaresort.com">billshaw@laquintaresort.com</a></td>
<td></td>
</tr>
<tr>
<td>La Quinta Mountain Course</td>
<td>49-499 Avenida Vista Bonita La Quinta, CA 92253</td>
<td>Public</td>
<td>N/A</td>
<td>$79-179</td>
<td>6,750</td>
<td>1985</td>
<td>Pete Dye</td>
<td>(760) 743-9278</td>
<td><a href="mailto:billshaw@laquintaresort.com">billshaw@laquintaresort.com</a></td>
<td></td>
</tr>
<tr>
<td>Marriott’s Ranchos Las Palmas</td>
<td>42000 Bob Hope Dr. Rancho Mirage, CA 92270</td>
<td>KSL Resorts</td>
<td>Private/Resort</td>
<td>$29-109</td>
<td>6,089</td>
<td>1977</td>
<td>Ted Robinson</td>
<td>(760) 862-8651</td>
<td><a href="mailto:brenton@rancholaspalmas.com">brenton@rancholaspalmas.com</a></td>
<td></td>
</tr>
<tr>
<td>Marshall Canyon Golf Club</td>
<td>6100 N. Stephens Ranch Rd. La Verne, CA 91750</td>
<td>Public</td>
<td>N/A</td>
<td>$31</td>
<td>8,000</td>
<td>1966</td>
<td>Adams, Latham, Krupp &amp; Wight</td>
<td>(909) 933-8211</td>
<td><a href="mailto:kenny@marshallcanyon.com">kenny@marshallcanyon.com</a></td>
<td></td>
</tr>
<tr>
<td>Mesquite Golf &amp; Country Club</td>
<td>2700 E. Mesquite Ave. Palm Springs, CA 92264</td>
<td>Public</td>
<td>N/A</td>
<td>$59-99</td>
<td>6,328</td>
<td>1985</td>
<td>Tom Doyle</td>
<td>(760) 323-9377</td>
<td><a href="mailto:tom@mesquitegolf.com">tom@mesquitegolf.com</a></td>
<td></td>
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<tr>
<td>Mission Lakes Country Club</td>
<td>4848 Clubhouse Blvd. Desert Hot Springs, CA 92240</td>
<td>Equity Owned by Members</td>
<td>Semi-Private</td>
<td>$55</td>
<td>6,737</td>
<td>1971</td>
<td>Ted Robinson</td>
<td>(760) 329-8061</td>
<td><a href="mailto:robertduane@headgolfprofessional.com">robertduane@headgolfprofessional.com</a></td>
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<tr>
<td>Moreno Valley Ranch Golf Club</td>
<td>28095 John F. Kennedy Dr. Moreno Valley, CA 92553</td>
<td>Total Companies</td>
<td>N/A</td>
<td>$35</td>
<td>6,498</td>
<td>1998</td>
<td>Jeff Johnson</td>
<td>(915) 924-4444</td>
<td><a href="mailto:jeffjohnson@pedigolf.com">jeffjohnson@pedigolf.com</a></td>
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<tr>
<td>Mountain Meadows Golf Course</td>
<td>1873 Fairways Dr.</td>
<td>Norco, CA 92868</td>
<td>American Golf Corp.</td>
<td>Public</td>
<td>$37-90</td>
<td>6,440</td>
<td>1992</td>
<td>Bob McLaughlin</td>
<td>(760) 260-2200</td>
<td><a href="mailto:john.mclaughlin@scpdca.com">john.mclaughlin@scpdca.com</a></td>
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<tr>
<td>Mountain Vista Golf Course</td>
<td>At Sun City Palm Desert</td>
<td>Palm Desert, CA 92260</td>
<td>Semi-Private</td>
<td>$30-89</td>
<td>6,650</td>
<td>1992</td>
<td>Billy Casper &amp; Greg Nash</td>
<td>(760) 280-2200</td>
<td><a href="mailto:billc@scpdca.com">billc@scpdca.com</a></td>
<td></td>
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</table>

**Notes:**
- N/A = Not Applicable
- WND = Would not Disclose
- na = not available

The information in the above list was obtained from various sources and is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Jon Isa. Copyright 2010 by IEBJ.
<table>
<thead>
<tr>
<th>Course Name Address</th>
<th>Mgmt. Co. or Owner Type of Course Membership Fees</th>
<th>Green Fees: Weekdays Weekends</th>
<th>Length of Course (Yds.)</th>
<th>Year Built</th>
<th>Course Designer Title</th>
<th>Top Local Pro or Manager Phone/Fax E-Mail Address</th>
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<tbody>
<tr>
<td>Riverside Edge Golf Course</td>
<td>144 Marina Dr. Norco, CA 92860</td>
<td>City Municipal N/A</td>
<td>$30.50</td>
<td>6,189</td>
<td>38,000</td>
<td>1981</td>
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<tr>
<td>North Golf Course</td>
<td>29660 McCall Blvd. San Jacinto, CA 92586</td>
<td>Members Public Yes</td>
<td>$19.50</td>
<td>6,040</td>
<td>$25</td>
<td>00,000</td>
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<tr>
<td>Oak Valley Golf Club</td>
<td>1888 Clubhouse Dr. Beaumont, CA 92223</td>
<td>Oak Valley Mgmt., LLC Public N/A</td>
<td>$35-55 $45-75</td>
<td>7,000</td>
<td>4,000</td>
<td>1990</td>
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<tr>
<td>Pala Mesa Resort</td>
<td>2101 Old Highway 385 Fallbrook, CA 92028</td>
<td>Jim Stone Resort Public N/A</td>
<td>$60</td>
<td>6,502</td>
<td>60,000</td>
<td>1964</td>
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<tr>
<td>Palm Desert Country Club</td>
<td>77-200 Calle De La Frontera Palm Desert, CA 92260</td>
<td>GP Golf Semi-Private Yes</td>
<td>$26.875 (Seasonal) (Twilight Available)</td>
<td>6,800 (Blue Tees) 40,000</td>
<td>2005</td>
<td>na</td>
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<tr>
<td>Palm Desert Resort Country Club</td>
<td>77-335 Country Club Dr. Palm Desert, CA 92211</td>
<td>SR Mutual. Corp. Resort $5,000</td>
<td>$25-800</td>
<td>6,585</td>
<td>38,000</td>
<td>1980</td>
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<tr>
<td>Paradise Knolls Golf Club</td>
<td>9330 Lemonite Ave. Riverside, CA 92509</td>
<td>American Golf Corp. Public - Daily Fee N/A</td>
<td>$35</td>
<td>6,241</td>
<td>65,000</td>
<td>1964</td>
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<tr>
<td>PGA West</td>
<td>P.O. Box 1979, Rancho Cucamonga, CA 91729-1979</td>
<td>KSL Recreation 4 Private/2 Resort $100,000</td>
<td>$235-$250 $235-$250</td>
<td>All Championship Length 250,000</td>
<td>1997-1999</td>
<td>Desc. Nicklaus, Palmer, Neon (909) 584-7069</td>
</tr>
<tr>
<td>Rancho Mirage Country Club</td>
<td>18-500 Bob Hope Dr. Rancho Mirage, CA 92270</td>
<td>RMB Corp. Public $3,600-4,800</td>
<td>$25-385</td>
<td>6,111</td>
<td>41,000</td>
<td>1990</td>
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<tr>
<td>Redhawk Golf Club</td>
<td>45100 Redhawk Parkway Temecula, CA 92592</td>
<td>Pacific Golf Public $2,780-3,250</td>
<td>$35-70 $55-90</td>
<td>6,755 (Blue Tees) 42,000</td>
<td>1990</td>
<td>Ron Flemming (800) 481-HAWK</td>
</tr>
<tr>
<td>Sun Bernardino Golf Club</td>
<td>1491 S. Waterman Ave. San Bernardino, CA 92408</td>
<td>J.G. Golfing Public $80 (Men’s Club)</td>
<td>$33</td>
<td>3,779</td>
<td>75,000</td>
<td>1967</td>
</tr>
<tr>
<td>The Golf Club at Rancho CA</td>
<td>39500 Robert Trent Jones Parkway Murrieta, CA 92563</td>
<td>So. Cal. Golf Association Public N/A</td>
<td>$35-55 $45-84</td>
<td>7,060</td>
<td>55,000</td>
<td>1971</td>
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<tr>
<td>Shandon Hills Golf Course</td>
<td>3380 Little Mountain Dr. San Bernardino, CA 92405</td>
<td>Eagle Golf Public N/A</td>
<td>$49</td>
<td>6,517</td>
<td>$36 na</td>
<td>1983</td>
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<tr>
<td>Sierra Lakes Golf Club</td>
<td>16060 Clubhouse Dr. Fontana, CA 92336</td>
<td>Donovan Brothers Golf Inc. Public N/A</td>
<td>$46-54 $74</td>
<td>6,805</td>
<td>40,000</td>
<td>2000</td>
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<tr>
<td>Soboba Springs Resort &amp; Spa</td>
<td>5020 S. Soboba Rd. San Jacinto, CA 92583</td>
<td>Soboba Band Semi-Private Variable</td>
<td>$59 $75</td>
<td>6,888</td>
<td>60,000</td>
<td>1967</td>
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<tr>
<td>Tahquitz Creek Golf Resort</td>
<td>1835 Palm Golf Dr. Palm Springs, CA 92264</td>
<td>Arnold Palmer Golf Mgmt. Public N/A</td>
<td>$39-99 $44-99</td>
<td>6,778,705 90,000</td>
<td>1985</td>
<td>Billy Ben Ted Robinson (760) 328-2375/324-4122</td>
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<tr>
<td>Toscana Country Club</td>
<td>44501 Rainbow Canyon Rd. Temecula, CA 92591</td>
<td>JC Golf Semi-Private Yes</td>
<td>$55-60 $80</td>
<td>6,6058,690,617,84</td>
<td>1991</td>
<td>Dick Resinger/Ted Robinson (760) 685-2405</td>
</tr>
<tr>
<td>Upland Hills Country Club</td>
<td>2131 11th Street Upland, CA 91784</td>
<td>Upland Hills Dev. Semi-Pro/Pub. &amp; Memb $2,380 - 38,000</td>
<td>$60</td>
<td>5,903</td>
<td>60,000</td>
<td>1988</td>
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<tr>
<td>Vellano Country Club</td>
<td>2441 Vellano Dr. Chino Hills, CA 91710</td>
<td>Kemper Sports Private $40,000</td>
<td>$80-120 $9,35</td>
<td>2007</td>
<td>Greg Norman (909) 597-2801</td>
<td>N/A</td>
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</tbody>
</table>

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from the U.S. average over the past 12 months. State and local budget cuts are expected to be a major source of economic weakness over the forecast horizon. Large state level budget cuts are likely as the governor and state legislature try to close a $19.1 billion budget gap for FY 2010-11. Significant cash shortfalls could emerge once again as they did last year, but should fall short of the state having to issue registered warrants. Longer-term liabilities still loom for the state, however, so it is likely we will see continuing budgetary issues reemerging for many years to come. The state and local tax burden in California is among the highest in the nation and way out of line with its geographical neighbors. This will remain a long-term impediment to growth as businesses hold off on moving or expanding in the state. As we expected, California’s housing market has been one of the brightest spots in this economic recovery in 2010. Signs of healing in the California housing market have only solidified over the past six months. The federal homebuyer tax credit appears to have had less of an impact on home sales in the state than it has in the nation. We believe only a true double-dip recession could push the California housing market to new cyclical lows. Travel and tourism have also come back strongly over the first half of the year, helping troubled California hotel operators. Commercial construction is expected to remain weak throughout the state this year.

California exports continue to grow at a healthy pace, but slowing growth in Asia and Europe could reduce the importance of this driver of California growth as we move closer to the end of the year into 2011.
The Galapagos...

continued from pg. 43

San Cristobal (Chathum) is the islands’ capital. It has the only year-round fresh water source in the archipelago. Freshwater Bay has two freshwater waterfalls that run off the cliffs into the sea.

Santa Cruz (Indefatigable) is a large dormant volcano and is the most populated island. There is a research center and there are tours that give clear explanation of the projects that are being completed. Wildlife is in abundance with giant land tortoises, sea turtles, land iguanas and marine iguanas (noted as the only sea-going lizard in the world. They have been known to stay at the bottom of the sea feeding for an hour at a time), lava lizards and the nonpoisonous island snakes can be found here. Birds found only in the Galapagos can be viewed at leisure and wondered over. Hawks and mockingbirds with 13 species of finches, frigate birds and gulls will keep your interest as they will sometimes land near and pose for photos. There, three species of boobies, (blue-footed, red-footed and masked) have established different nesting times and live in different islands and types of habitats. They fish for food in different areas of the sea, so that they do not interfere with their survival. (A lesson that could be well taken.)

Then there is Lonesome George the only surviving giant tortoise on the Galapagos Island of Pinta. George had been alone for years. Naturalists imported two voluptuous females believed to be under the age of 100 to keep him company and hopefully reproduce. George gets the naturalists hopes up by having the females leave a trail of eggs in his enclosure. So far none have hatched. The naturalists and George keep hoping.

For a fascinating trip of a lifetime find a reliable travel agent that is familiar with the Galapagos—go and enjoy.

Entry Requirements

Go to Quito in Ecuador. Your prearranged tour company should handle your transportation and needs upon arrival. Keep in mind to enter the Galapagos Islands, U.S. citizens must carry a valid passport. Visas are not required. Inoculations are not mandatory but it might be a good idea to check with your local health center for other areas you might be visiting on your trip. Visit http://www.cdc.gov/travel/destinations/equador.aspx.

Give The Gift Of A Smile.

Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned to a lifetime of malnutrition, shame and isolation.

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life changing free cleft surgery which takes as little as 45 minutes and costs as little as $250. It gives desperate children not just a new smile—but a new life.

100% of your donation goes toward programs — 0% goes toward overhead.

YES, I want to give a child a second chance at life.

$250 Provides cleft surgery for one child.

$50 Provides medications for one surgery.

$125 Covers half the cost of one surgery.

$600 We’ll gratefully accept any amount.

Name ____________________________ Address ____________________________

City ____________________________ State ______ Zip __________

Telephone ____________________________ eMail ____________________________

Charge my gift to my credit card: Visa __ MasterCard __ AMEX __ Discover __

Account No. ____________________________ Exp. Date __________

Signature ____________________________

Send this coupon with your donation to:
The Smile Train
P.O. Box 1979
Rancho Cucamonga, CA, 91729-1979

Make check out to “The Smile Train.”

TheSmileTrain
Changing The World One Smile At A Time
1-877-KID-SMILE
www.smiletrain.org

*All donations are tax deductible in accordance with IRS regulations. © 2000 The Smile Train.
The One in the Middle

By J. Allen Leinberger

Consider the iPod Touch. Like the one red-headed child in a family of five, he just doesn’t seem to fit in. Even MacWorld magazine, which should know, lists the Touch in both its iPod and iPhone columns each month.

It is, after all, a little bit of both and not enough of either.

The Touch is only slightly larger than the older iPod Video. It is noticeably lighter. It has a larger hard drive capacity. Of course, the latest Video iPod is called “Classic” and comes with a 160 gig hard drive. The Touch has 32 gigs. This is actually quite a lot, unless you are storing grand opera.

Like the iPhone and the new iPad, the Touch is a portable Internet tool. Like the iPhone and iPad it lets you sit in a local coffee shop and get your work done. Like the iPhone, the three and a half-inch screen is just fine for checking scores and passing notes. I can see where the iPad would be better for reading the fine print on a website.

Any Wi-Fi site lets you connect your iPod to the net. From there you are off to where you want to go. If you are already checking e-mail and writing movie scripts. But there is ever, checking e-mail and writing. From there you are off to where you want to go.

Like its twin brother, the iPhone Touch has the power of the Library of Congress, literally, in its slim little body.

And did I mention it does play music? It is, after all, an iPod. In fact, I think it sounds just a little better than its older brothers.

Third party items add to the adventure. Ontario’s MacAlly has several covers, chargers and attachments. Their Bluetooth keyboard works for the Touch as well as the iPhone and iPad. Buffalo Technology, out of Texas, makes a charger device that also holds an external hard drive. This works for the iPhone as well. I fact, many iPod Touch items fit the iPhone as well. (It’s kind of like picking out clothes for twins.)

To be fair, the iPod Touch does not do a few things. It does not make phone calls, of course. It does not take pictures, even. And did I mention it does push a button? In fact, many iPod Touch items fit the iPhone as well.

Back in the beige computer days we had called them programs. That’s right. The programs that people said there were not enough of to justify an Apple computer now numbers over 100K. Granted the fact that, as they say on TV, there’s an app for that, may sound exiting. In fact there are a lot of duplication of apps.

Most newspapers and magazines have one. So do most TV networks. There are all kinds of sports apps to check for scores, standings and news. There are hundreds of games, if you can play them on the little screen. The calendar, contacts and to-dos connect to the counterpart programs in your desktop. Facebook, Twitter and the other social network sites can connect. If you are already addicted to any of these, you can spend hours playing with it.

There are some new words to learn. Friend as a verb may sound strange, but it is what you do to add someone to your Facebook account. I think you get rid of them by unfriending them.”

Most apps have a “push” because you are not typing or clicking, you are simply pushing the touch screen. (Check in the Brave New World Dictionary.)

Had I gotten on board earlier, I probably would not be excited to watch A-Rod’s 600th homer on video from the comfort of my desk. Listening to the radio station in Cleveland call the latest defeat of my Indians live would not seem as amazing as it does.

The iPod Touch can have a hypnotic effect on people. It does, indeed, connect people like never before. I find that I can keep first aid info on hand. I can track my blood sugar for my diabetes. I can keep track of the pills I have to take, the names of which I never remember. Why? Yes, because, “There’s an app for that.”

Apple just made the app process, and everything else, simple by putting it all in the iTunes program. You want music? You get music, movies, TV shows, and video games. And, yes, Apps. They all download from iTunes. Some for a fee. This slim little pocket size device has the power of the Library of Congress, literally, in its slim little body.

To be fair, the iPod Touch does not do a few things. It does not make phone calls, of course. It does not take pictures or videos. The iPhone 4 does those things. The Touch DOES play videos, even music videos, continued on page 39
Ken Hamilton is a local self-made entrepreneur whose accomplishments can be seen as an inspiration to the Inland Empire community. He is the franchise owner of Johnny Rockets in the Shoppes at Chino Hills and Victoria Gardens in Rancho Cucamonga.

Johnny Rockets is a restaurant that offers the food, fun and friendliness of classic, timeless, feel-good Americana. It serves simple, great-tasting food from a menu of all-American favorites, including juicy hamburgers, classic sandwiches and hand-dipped shakes and malts. Ken says, “It’s a fun environment... it’s sort of a return to a carefree time in America, which I think resonates with a lot of people.”

At age 19 Ken started his first business in which he owned and operated an auto detailing shop. Over the next four years, he grew his shop to 3,000 square feet, took on a full staff and secured partnerships with some of the region’s top car dealerships. He was also able to form lasting relationships with local business owners that would open doors for him in the future. Ken was pleased with his business but he still aspired for greater challenges and lived modestly to save for his next venture.

Ken, along with the help of his business partner and fiancé, Jennifer, formed a strategic business plan and brought the first Cold Stone Creamery to Chino Hills and later to Diamond Bar. Cold Stone was very much in its infancy at the time and, at 24 years of age, he convinced the Cold Stone group he should be granted a franchise. Ken later grew the business to one of the highest grossing and most awarded stores in the nation. At age 30 he sold his Cold Stone Creameries and after looking into many different concepts, decided to approach Johnny Rockets and start his next project.

Ken was drawn towards Johnny Rockets because both Cold Stone and Johnny Rockets are both experience-based concepts and share the same type of extroverted, youthful crew members. He wanted to open a restaurant where families can feel at home and enjoy simple, reliable comfort foods.

Ken approached the Johnny Rockets Group, and only after months of pursuing them, was given a chance to convince them that he was the right guy to represent their brand in the Inland Empire area. After the lengthy interview process, he was given the opportunity to establish a territory he could call his own and start this multi-unit development.

It was a natural move for him to open up his restaurants in Victoria Gardens and later Chino Hills because he felt that these are both beautiful, safe locations that families could visit and have a good time. He explains how Johnny Rockets can complement these types of places because, “We are a wholesome environment, and have wonderful crew members that make that experience more than just merely another hamburger restaurant.” He has retained many of his original Cold Stone employees which are still working with him, and he feels that it is this culture among his employees that sets them apart from other restaurants.

In the past three years, Ken has defied the economic storm and created a community-focused neighborhood business. Ken states that during these times, you really have to use all of your resources to focus on marketing, community partnerships, and building the business—one guest at a time. The most important thing customers are looking for right now is value in the experience. They also remain active within the community by hosting fund-raisers, car shows, and other events. Ken sees Johnny Rockets as a place that can mean so much to so many different people. To some, it allows guests to reminisce about a time; to teenagers it can be a cool place to hang out; and to families it’s a place where they can come to a “kids eat free” night and enjoy entertainment.

Every business that Ken has had has taught him a different lesson. Ken states that one of the challenges of entrepreneurship is that it is very difficult to find a mentor, so you really have to blaze your own trail. The lessons that you learn, learn them well because they are often very expensive.”
It was 40 years ago when German immigrant Hans Bandows and his wife started a tradition in Big Bear Lake that mirrors Bavaria’s famed Oktoberfest. The Big Bear Lake Oktoberfest is still going strong after 40 years, and like a fine red wine, the event just gets better with age. This year, Hans Bandows will once again shine as honorary Burgermeister (master of ceremonies) to celebrate the 40th Annual Big Bear Lake Oktoberfest.

For six consecutive weekends, Saturday, Sept. 18 to Saturday, Oct. 30, people will gather together to sing traditional Bavarian songs, clog to polka music, and participate in games and contests such as stein holding matches, log sawing competition, and the queen stein carrying contest. The “Chicken Dance” is the definitive favorite dance at Oktoberfest. Young and old, male and female, beer drinkers and teetotalers take to the dance floor to flap their arms and cluck like a chicken.

Of course, it wouldn’t be an authentic Oktoberfest without real German food and real German beer! On tap this year is Warsteiner Pilsner, Warsteiner Dunkel, Warsteiner Oktoberfest and King Ludwig Hefeweizen. There is also a Jägermeister Happy Hour from 6 p.m. to 8 p.m. each Saturday of the festival. The food is as authentic as it gets, too. In fact, the bratwurst is bought from a German butcher in Los Angeles and strudel from a German bakery in Downey!

“It’s been 40 years of zany, quirky and madness all rolled up in one. The funny thing, however, is it gets bigger, better and brighter each and every year, which means more fun for everyone!” said Monica Marini, managing director of The Convention Center at Big Bear Lake. “This year is extra special because we’re bumping the fun up a notch to celebrate our 40th anniversary.”

Big Bear Lake Oktoberfest is rated Southern California’s #1 Oktoberfest because of its

continued on page 44
**FIGHT BACK! Make Marketing Work for You**

This seminar is sponsored by the Workforce Investment Board of San Bernardino County and the Redlands Chamber of Commerce, in partnership with Burgess Management Consultants to provide businesses with skills necessary to maximize opportunities during difficult economic times.

**Date:** September 23, 2010

**Time:** Registration: 7:30 – 8:00 am

**Seminar:** 8:00 am – 12:00 pm

**Location:** Redlands Chamber of Commerce

**Speaker:** Ron Burgess, President, Burgess Management Consulting, Redlands

This is a cost-free seminar. Space is limited. Registration is necessary. Register online at [http://sbcounty.biz/workshops/20100923](http://sbcounty.biz/workshops/20100923)

Breakfast is provided. If you have any questions, please contact Vanessa Gilmore at 909-987-9851 or vgilmore@wdd.sbcounty.gov.

Details: Ron Burgess will discuss proven strategies in marketing that are designed to turn losses into profits. With three decades as a business marketing consultant, Ron brings a unique understanding of the importance of the marketing to small and mid-sized businesses. Burgess Management Consulting was founded to help clients increase their competitive advantage.

He will present actual case studies of clients he has worked with for over two decades and illustrate why they consistently out-perform their markets, and how your business can use proven marketing strategies to turn difficult economic times into new and profitable business opportunities.

Ron is a frequent speaker at marketing industry meetings and has authored over one-hundred articles on marketing and the Internet. His personal clients include top market-share perform in agriculture, industry and professional services.

Please allow us to introduce ourselves: Triton Communications, Inc., a full-service telecommunications company. Originally formed in 1981, and incorporated on August 12th 1982. We are a provider of turnkey service for Rolm of California. In 1985, Triton Communications, Inc. became an interconnect and began to serve its own customers.

We are very proud to say that many of our original customers are still with us today. Please review the list of services and qualifications below. We are certain you will find that Triton Communications, Inc. can be of assistance to you and your company. We have a very well trained technical staff and our installation and service technicians have an average of fifteen years experience each. The following is a list of our services:

- **Sales and Services of refurbished (Rolm, Telirus) & new (NEC) telephone systems and equipment.**
- **Complete System cabling of voice, data, and computer networking.**
- **Voice Mail and Paging systems to Video conferencing and Call Accounting systems.**
- **Providing Local Dial Tone, T1, Long Distance and 800 numbers.**
- **VoIP solutions.**

**Triton Communications, Inc.**

661 Brea Canyon Road, Ste. 4
Waltham, CA 91789
Phone: 909.594.5895
Fax: 909.598.2832
www.tritoncomm.com

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### Inland Empire’s Largest Hotels

**continued from page. 19**

<table>
<thead>
<tr>
<th>Hotel Address</th>
<th>City, State, Zip</th>
<th># of Rooms</th>
<th>Total Meeting Sq. Ft.</th>
<th>Max. Sq. Ft.</th>
<th>Rate Range</th>
<th>Amenities</th>
<th>Top Local Executive</th>
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<td>Four Points by Sheraton</td>
<td>Rancho Cucamonga, CA 91739</td>
<td>115</td>
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<td>$99-295</td>
<td>B,CR,PP,GS,HP, RS, VX</td>
<td>Scott Gladney</td>
<td>General Manager</td>
<td>(909) 204-6102/204-6111</td>
<td><a href="http://www.fourpoints.com/trchcucamonga">www.fourpoints.com/trchcucamonga</a></td>
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<td>1,300</td>
<td>$94-159</td>
<td>B,FP,PC,R, CR,EH</td>
<td>Jenny Liu</td>
<td>General Manager</td>
<td>(909) 466-1114/466-3876</td>
<td><a href="mailto:rancho@greatwesternhotels.com">rancho@greatwesternhotels.com</a></td>
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<td>Ayres Inn</td>
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<td>100</td>
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<td>$99</td>
<td>B,PC,GS,SL,HP, N,X</td>
<td>Keesha Jones</td>
<td>General Manager</td>
<td>(909) 734-2107</td>
<td><a href="http://www.ayresinn.com">www.ayresinn.com</a></td>
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<td>$99-290</td>
<td>B,CR,PP,GS,SL,HP, N,X</td>
<td>Eddie Johnson</td>
<td>General Manager</td>
<td>(909) 466-3876</td>
<td><a href="http://www.hilton.com">www.hilton.com</a></td>
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<td>B,PP,F,LS,GP, B,SL,N,X</td>
<td>Scott Gladney</td>
<td>General Manager</td>
<td>(909) 983-9888</td>
<td><a href="mailto:rancho@greatwesternhotels.com">rancho@greatwesternhotels.com</a></td>
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<td>$119-180</td>
<td>B,CR,FP,SL, N,X</td>
<td>Marcello Magalhães</td>
<td>General Manager</td>
<td>(909) 944-1112</td>
<td><a href="mailto:mmagalhaes@hilton.com">mmagalhaes@hilton.com</a></td>
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<tr>
<td>Econo Lodge</td>
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<td>$64-199</td>
<td>B,CR,FP,SL, N,X</td>
<td>Bob Solaski</td>
<td>General Manager</td>
<td>(909) 980-8404/980-4063</td>
<td><a href="mailto:solaski@econolodge.com">solaski@econolodge.com</a></td>
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<td>$89-199</td>
<td>B,CR,FP,SL, N,X</td>
<td>Karen Peterson</td>
<td>General Manager</td>
<td>(909) 204-3174/204-3166</td>
<td><a href="mailto:kpeterson@countryinns.com">kpeterson@countryinns.com</a></td>
<td></td>
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<tr>
<td>Best Western Big Bear Chalet</td>
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<td>$99-450</td>
<td>B,CR,FP,SL, N,X</td>
<td>Sean Ob</td>
<td>General Manager</td>
<td>(909) 858-3655</td>
<td><a href="http://www.bestwesternbigbear.com">www.bestwesternbigbear.com</a></td>
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</tr>
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</table>
America's First Instant Cappuccino

In 1974, Al Greene realized that coffee sales were dramatically increasing in the American market. Part of this change was due to technology and the ability to produce good coffee quickly and easily. Coffee houses sprang up and became popular and coffee was becoming a recreational beverage consumed around the world. It was clear that coffee and coffee drinks were here to stay and would become part of a changing lifestyle.

With this expanded growth came new markets, one with an international flavor. To meet this demand, Al Greene formed Brad Barry Company and pioneered development of the first commercially available instant cappuccino at the retail level. Their headquarters is located right here in the Inland Empire in Chino.

The brand he chose to represent is Caffe D’Vita. This name, within the specialty coffee industry, is known for having ‘The Premium Blend of Instant Cappuccino.’ Consistently beating the competition in blind taste tests, Caffe D’Vita’s award-winning flavors are the result of premium ingredients blended to make every cup a rich, creamy and flavorful experience. Using the best Arabica coffees, premium creamer system and other quality ingredients, they are still proud to be making Caffe D’Vita to beat the competition in blind taste tests, Caffe D’Vita’s award-winning flavors are the result of premium ingredients blended to make every cup a rich, creamy and flavorful experience. Using the best Arabica coffees, premium creamer system and other quality ingredients, they are still proud to be making Caffe D’Vita.

After three decades and over one billion servings of Cappuccino, Brad Barry has grown into an internationally recognized manufacturer that services retail, clubs, food service and export customers.

The current successor to Al Greene is his son, Robert Greene who is the current owner and operator of Brad Barry and the Caffe D’Vita name. During its history, the company has continued to innovate and bring additional products to the market, most notably their premium cocoa, espresso and enchanted chai tea lattes. Knowing their customers has helped them to better respond to their consumers needs, various Caffe D’Vita products are now offered in sugar-free versions.

Entering their 35th year, they are excited to introduce new Flavors of Caffe D’Vita. In the forefront of technology, taste and style.

Brad Barry Company is continually striving to meet their customers’ expectations by introducing newly developed products, maintaining their top quality standards, while providing the most enjoyable "premium instant beverages" available today.

Real Estate...

Real Estate... tilt-up industrial buildings of approximately 10.5k square feet. The park is located between Jasmine and Silica, on the west side of Business Center Drive and less than 1/3 of a mile from the center of the Valley, at Bear Valley and Hesperia Road.

Designed with the end-user in mind, the properties feature dock-high front loading as well as two grade-level doors in the back, and the flexibility to combine two of the buildings to achieve just over 21k square feet. The units offer 440-volt power and two parking places for every 1k square foot.

MS Walker, out of Bakersfield, handled the construction duties for the project. The properties’ C-M zoning allows for a variety of uses, including cultural supply, automotive parts, bakery, home furnishings, household appliance sales and service, paint store, pottery shop, plant nursery, manufacturing assembly, processing and treatment of materials as a few examples.

The city of Victorville also allows conditional uses, based on submittal of projects, explained Brady, who also pointed out, “These industrial buildings provide the High Desert with the most centrally located development of its kind.”

French Retailer Acquires 128k Square Feet Inland Empire Property

Oxylane Groupe-Decathlon has purchased Town Center Ontario, a 128.3k-square-foot retail property in Ontario, for $11.75 million ($92/sf). Built in 2002, the center is situated on approximately 11.59 acres and is located at 701-769 N. Milliken Avenue, north of I-10 and west of I-15.

The property, which was 85% vacant at the close of escrow, was sold by Miami, FL-based LNR. Current tenants at Town Center Ontario include Hooters, Denny’s, LA Carpet, Golden Chopstix and Arizona Leather Company.

Based in France, Oxylane Groupe-Decathlon is one of the largest manufacturers of sports apparel and equipment in the world. With this purchase, Ontario will become one of the retailer’s first locations in the U.S. The company cited the high traffic location at the confluence of the I-10 and I-15 freeways across from Ontario Mills, California’s largest outlet and value retail shopping destination at 1.7 msf, as important to its decision. Ontario Mills attracts more than 20 million visitors annually.

Donald MacLellan and Richard Walter of Faris Lee Investments represented LNR in the transaction. Oxylane Groupe-Decathlon, who paid all cash, was represented by Epsteen & Assoc.,Samuels Company.

According to Walter, “Due to the property’s high vacancy, it fell into receivership. The property’s eventual foreclosure offered the buyer the ability to purchase a truly opportunistic property at a basis much lower than other competitive..."
“Wild West 2.0: How to Protect and Restore Your Online Reputation on the Untamed Social Frontier;”
By Michael Fertik and David Thompson;
AMACOM; New York, New York; 2010; 264 pages; $24.95.

We’ve all seen it on the Internet, in the newspapers, and on TV. They range from teenage pranks to rejected lovers; from disgruntled employees and ex-customers to jealous friends. They are lies, half-truths, and sometimes very real (and very inappropriate) love letters and photos that were never intended to be shared among thousands of people on social networks or blogs.

Authors Fertik and Thompson do an excellent job of pointing out how and why the world-wide web is in many ways like the American Old West, complete with the good, the bad and the ugly. It also has its share of sociopaths and those with inexplicable (or at least hidden) motivations. Young men and women have been driven to suicide because so-called friends have posted graphic examples of their indiscretions on social websites. Businesses, especially vulnerable small companies, have lost excellent reputations when they have been targeted by individuals ranging from angry former employees, cold-hearted criminal extortionists, and bitter competitors. As the authors point out, none of those who target a small business with their venom consider what will happen to the employees of the company should their targets be driven out of business.

That authors note that like the old Wild West, “...the frontier has expanded faster than the law and our culture, which have proven unable to keep up.” Unlike those old days, however, “There is no sheriff in town, and Internet users have been left with rough frontier justice.”

They go on to say; “Innocent reputations can be ruined by anonymous attackers, and the victims are often greeted with blank stares by law enforcement. Disputes are settled at the ends of virtual pitchforks and torches instead of at a negotiation table or in a court of law. People suspected of wrongdoing are run out of town on an electronic rail, often before there is time to figure out whether they are really guilty or innocent. And, all too often, the victims are innocent people, who have done nothing wrong other than venturing online without fully understanding the unique culture of the Internet.”

If there’s a weakness in the book, it’s the authors’ failure to devote a bit more time, space, and guidance to owners of small businesses and those in the professions. The authors note that small businesses and small- to mid-sized professional firms have traditionally been targets. The authors comment: “The risk for small businesses and professionals is even more severe because their reputations are constantly being shaped by interactions with customers, the media, and others. Any customer or client may end up being dissatisfied with your product or work — whether fairly or unfairly—and take that dissatisfaction out online through an on-line smear campaign. In short, your reputation is your living, and every customer interaction creates a risk of ruining it. Fortunately, there are solutions for small businesses and professionals that can minimize the risk and help them get out in front of the dangers.”

The authors go on to suggest a number of ways to identify your online reputation goals and how to deal with criticism. They also suggest periodic searches for sham reviews on website by people purporting to be your customers or clients. At least one case of such a site was sued for operating an “extortionate business by encouraging negative reports.” Unfortunately this can be hard to prove, and also raises questions about the First Amendment rights of possibly “extortionate” websites.

The authors are far from certain when the “law will come to Dodge City.” Until then, “Wild West 2.0” is a good place to start to protect yourself and your livelihood.

Henry Holtzman

Best-selling Business Books

Here are the current top 10 best-selling books for business. The list is compiled based on information received from retail bookstores throughout the U.S.A.

1. “The Big Short: Inside the Doomsday Machine,” by Michael Lewis; (W.W. Norton...$27.95)(3)*
The reality behind The Great Recession.
2. “Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial Systems—and Themselves” by Andrew Ross Sorkin(Penguin Group...$32.95)(2)
Does the size of a failing company dictate government rescue?
The prominent economist who saw the financial crash coming.
4. “Strengths Finder 2.0: A New and Updated Edition of the Online Test from Gallup’s Now, Discover Your Strengths,” by Tom Rath (Gallup Press...$22.95)(7)
Discover your strengths and integrate them with your career.
5. “How the Mighty Fall: And Why Some Companies Never Give In,” by Jim Collins (HarperCollins...$23.95)(4)
Why companies that fail usually die of self-inflicted wounds.
What you thought you knew about motivation may be wrong.
How greed and incompetence brought the financial system down.
The author of “Freakonomics” strikes again.
9. “Delivering Happiness: A Path to Profits, Passion, and Purpose,” by Tony Hsieh (Grand Central Publishing...$23.90)***
Moving an online shoe retailer from survival to $1.2 billion.
The cause of success can be linked to where you were born.

* (1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
Real-Time...  
continued from pg. 6
Like flying a plane, reviewing performance should be a matter of constant course adjustments. If you wait until the end of the flight to make adjustments to the course, you will always be disappointed with where you land. Worse yet, someone else will probably be sifting through the wreckage to figure out why the plane crashed.

For additional information, please visit www.Purpose-Unlimited.com or call 918-494-0009.

The One...  
continued from pg. 33
and shows and files photos. The Touch is much smaller than the iPad so if you want to download iBooks, which are written to read, unlike audio-books, it will make you squint. Even the gaming abilities are limited because of its screen size. Nevertheless, it is an amazing little machine. It is part of a family that has converted everything into Digital Content. I have written of DC before. It may sound cold and limiting because of its screen size. Nevertheless, it is an amazing little machine. It is part of a family that has converted everything into Digital Content. I have written of DC before.

The Brave New World can fit into your hand. Orwell and Huxley never suspected that an iPod Touch would make all of their other things seem less threatening.

Boost Sales...  
continued from pg. 14
If you don’t have a course of expectations, then you will lose your way along with the 5th P—that is called Profit.

5. P’s—Proper planning prevents poor performance—Proper people prevent poor profits—Proper processes produce productive profits.

Using the above material will help you improve your profits and get you in control of your team. Look at any successful organization and you will find consistency as one of their backbones. In an inconsistent world we need to be consistent. With a standard operating procedure handbook, you and your company will be standing long after others have fallen victim to their excuses.

To find out more, please visit www.worldsgreatestcloser.com or call 909-440-9981.

Everybody...  
continued from pg. 18
able to contribute to your growth strategy it is unlikely that you will achieve your revenue goals.

By engaging your employees’ buy-in to ethical service-selling behaviors you will not only increase your sales per customer, but also retain the service atmosphere your customers have come to expect. Service-selling is a value multiplier, as it increases sales, retains your customers, and drives more referrals from your client base. Dilemmas solved.

For additional information, you may contact Walt at wzeglinski@IntegritySolutions.com, 602-253-5700 or www.IntegritySolutions.com.

Real Estate...  
continued from pg. 37
centers in the area.”

Barker Pacific Boosts Its Storage Solutions with Inland Empire Acquisition

Barker Pacific Group (BPG), through its affiliate, Union Development Company (UDC), has acquired First Choice Storage, a self-storage and RV storage facility located in the city of Fontana, for $5,075 million. The acquisition includes 90.9k square feet of rentable space with 747 storage units, of which 82 are covered RV/parking storage spaces on 3.86 acres.

The transaction brings BPG/UDC’s total number of Storage Solutions stores to 21 serving the Southern California markets of Los Angeles, Orange, Santa Barbara, Riverside, and San Bernardino counties. The newly acquired store will be re-branded to the company’s self-storage portfolio name of Storage Solutions.
EXECUTIVE TIME OUT

THE GALAPAGOS ISLANDS
Where Time Stands Still
By Camille Bounds

If you enjoy the ultimate and the most unique in nature, mixed with exquisite beauty, adventure and mystery, then the Galapagos Islands are definitely for you. Here is a small thumbnail description of one of the most unique places on Earth.

Combine pelicans, sea lions, penguins... thousands of miles away from the South Pole, volcanoes that still shake the ground, British pirates that almost destroyed the islands, Charles Darwin creating his theory of evolution, birds of the same species with blue, red or gray feet depending on which of these islands they live on, lizards that dive for their dinner, birds that can’t fly, and the most enormous tortoises on the face of the Earth—that live to at least 160 years plus—and you have a small slice of the most unique group of islands in this universe. (Galapagos means tortoises in Spanish— thus the name of the islands.)

The Galapagos, a part of Ecuador, is located about 600 miles from the South American coast and sits right on the equator. This chain of 19 little islands also includes around 50 small rocks and islets— that are made up of lava from the gigantic volcanoes that pushed these tiny specks up from the ocean— to complete this group. The total land area is a little over 3,000 square miles that is spread out in an area of sea covering 17,000 square miles. Only a few of the islands are inhabited by humans, partly due to the fact that only one of the islands has a source of fresh water and its proximity to civilization.

In 1835, Charles Darwin was a 22-year-old Cambridge student when he sailed to the Galapagos as a naturalist on a scientific expedition. In his five week stay he collected evidence he later used for his theory of evolution. This became the foundation for his revolutionary work in revising set ideas in biology and changes in all sciences in his “Origin of the Species.” Due to pressure of the times, he felt he could not publish his work until 25 years after his return.

Due to the islands’ isolation from the mainland of South America, by deep water and treacherous currents, and distance from one another, small animals and plants brought by the winds and currents developed differently. They adapted themselves to conditions on the islands and became unique unto themselves. Here is an unbelievable place where the wild animals and birds have no instinctive fear of each other or humans; they are as friendly, curious and unafraid today as their ancestors were when Charles Darwin first visited the islands in 1835. The main reason is that no large predators made it to the islands in the very beginning— therefore the wild animal and bird population never had to fear harm. They lived in peace and harmony with each other—even though man later came and sadly disseminated whole species. Amazingly, the animals and birds to this day are friendly and tame.

No two islands have the exact same inhabitants and there are creatures here that do not exist anywhere else on Earth. Each has its own uniqueness and continues to challenge naturalists from the four corners of the world.

Each island is distinctive and has its own character and flavor. Animals, birds, vegetative and topography are unique to each one. Each island has at least two or more names given by the British and the Ecuadorians. The following first names listed are more commonly used by the islanders for a few of the islands.

The largest island, Isabella, (Albemarle), takes up more than half the land area and has the highest point of the archipelago called Wolf Volcano at 5,600 feet high. (There are four more active volcanoes on the island.) Pelicans, penguins, flightless cormorants and boobies can be found on the shoreline. Darwin’s Salt Lake Crater can be found in the central area.

On Fernandina, (Narborough), marine iguanas sun themselves on the black rocks of the coast, while sea lions joyfully play in the inlets and coves. Pelicans and penguins and cormorants congregate on the beach and are a delight to watch.

Santiago, (James), Island offers sea lions, pelicans, marine iguanas, a fur seal colony and a volcano. Genovesa (Tower) Island is a nursery for breeding colonies of sea birds. Red-footed and masked boobies, doves and gulls can be found here. The male frigate bird, with its inflatable red throat courting his mate, is a memorable sight.

Española (Hood) Island is the only known breeding site of the rare waved albatross. Blue-footed boobies and lava lizards enjoy this little island. A great place for snorkeling is on Plaza Island. Friendly sea lions and land iguanas will make you feel at home while a gathering of sea birds above will keep you mesmerized and in wonder. Just watching a blue-footed booby make a landing or dive straight down into the sea for his dinner will keep you awestruck for days.

On Floreana (Charles) Island pink flamingoes live in one of the islands’ many lagoons. Volcanic cones are in abundance for great photo opportunities. The world’s oldest post office, consisting of a barrel that whalers in the 18th century left mail to be picked up by his counterpart going in the opposite direction for delivery, is located here. I am told that it is still in use today. This is one of the few inhabited islands.

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