All of the evidence suggests that California is ever so slowly coming out of the recession, and that the recovery is playing out much as we have been predicting. But, slow growth means that while the groundwork for faster growth is being put down, there is not a lot of perceptible change, particularly when a span of time as short as three months is examined.

Our forecast is for the “Stanford-Crocker” growth period to continue into next year. Since there are no signs of imminent dramatic changes in consumer or business expectations, nor of any external driver to induce faster growth, this is the most likely scenario for the early phase of the recovery. This will be a difficult period as not only does the state economy have to generate 1.3 million jobs to get back to where it was prior to the recession, but it must generate additional jobs for all of the new entrants to the labor force over the past two and a half years.

Largest Tax Hikes in History of America

By Joan Pryde

In just four months, on Jan. 1, 2011, the largest tax hikes in the history of America will take effect. They will hit families and small businesses in three great waves.

On Jan. 1, 2011, here’s what happens....

First Wave:
- Expiration of 2001 and 2003 Tax

continued on page 6
Construction Underway on Affordable Housing in Big Bear Lake

Construction is underway on a new 42-unit affordable housing community within the city of Big Bear Lake. Called The Crossings at Big Bear Lake, the project is being developed by Urban Housing Communities LLC (UHC) in collaboration with the City of Big Bear Lake’s Improvement Agency, Bank of America, and architecture and planning firm KTGY Group, Inc. Upon completion next summer, this new $17 million community will offer healthy, supportive and eco-friendly apartment homes to local working families earning between 30 percent and 60 percent of San Bernardino County median income.

Designed by KTGY, The Crossings at Big Bear Lake will offer 28 two-bedroom, two-story townhomes and 14 three-bedroom, single-story flats averaging approximately 1.1k square feet. Each apartment home will offer central heat, ceiling fans, a covered patio or balcony, energy-efficient kitchen appliances, washer/dryer hookups, high-speed Internet access and will be wired for cable television. Rents are expected to range from $449 to $1,038 per month, based on family size and income level.

CA Retail Deal Update

A private investor purchased Temecula Creek Plaza, a 69k-square-foot retail center located at 31021 – 31141 Temecula Parkway. Built in 2007, the property is located within close proximity to Temecula Creek Inn Golf Resort. It was 68 percent leased at the time of the sale and is anchored by CVS Pharmacy and Guaranty Bank.

William Meinhold of Swoboda Hospitality Specialists repped the buyer. Michelle Schierberl and Donald Ellis of Grubb & Ellis Company represented the property’s receivership seller in the deal. Robert Griffith of Financial Services Asset Management, who represents the property’s special servicer, JER Special Servicing, assisted the investment team in the transaction. The price was not disclosed.

BRE Collects $24.6 Million from Apartment Sale

Investor interest remains strong for SoCal multifamily properties that are able to maintain high occupancy rates, even in hard-hit regions like the Inland Empire. A recent example is the 264-unit Boulder Creek Apartments in Riverside, which just traded hands at a price of $24.6 million, or about $93k/unit. The property, which was sold by San Francisco-based BRE Properties, is located at 2442 Iowa Avenue, east of I-215 and north of Blaine Street. It was acquired by a privately held, OC-based real estate investment firm.

Located just a few blocks north of the UC Riverside campus, the community draws from a strong rental pool of local students and is able to maintain a low vacancy rate. At present, the property is about 95% occupied. The complex offers studio, one- and two-bedroom units with monthly rents that range between $795 and $1195.

Xebec Realty Purchased Industrial Land

In a big Chino land buy, Xebec Realty Partners purchased 16.3 acres of industrial land at 6185 Kimball Avenue, east of the 71 Freeway and a few blocks west of the Chino Airport.

Xebec plans to develop a 350k-square-foot distribution facility on the site, marking the company’s continued on page 20
The next UCLA Anderson Forecast will be the Inland Empire Forecast on Oct. 6. For the first time, Claremont McKenna College and The UCLA Anderson Forecast will present an economic conference with a specific focus on the Inland Empire region, real estate and public finance. Additionally, UCLA Anderson Forecast economists will discuss their latest quarterly economic projections for the nation and state.

Questions to be addressed include:
- What will the shape of recovery be in the Inland Empire?
- How long will unemployment rates in the Inland Empire be in double digits?
- How will the housing market be?
- Will logistics power a recovery in the Inland Empire?
- Will the U.S. have a double dip recession?
- Is the national recovery different from the past?
- How soon will California return to full employment?
- Is California in for a jobless recovery?

The following speakers will be attending:
- Jerry Nickelsburg, senior economist, UCLA Anderson Forecast.
- Marc Weidenmier, professor of economics, director of the Lowe Institute of Political Economy, Claremont McKenna College.
- Fred Cordova, senior vice president of Colliers International.
- Randall Lewis, executive vice president of Lewis Group of Companies.
- Robert J. Lowe, chairman of the board and chief executive officer of Lowe Enterprises.
- Bert Selva, executive vice president of Colliers International.
- Larry Kosmont, CEO of Kosmont Companies.
- Gregory Devereaux, chief administrator, County of San Bernardino.
- Don Kent, treasurer, County of Riverside.
- Jason Sisney, State of California Legislative Analyst's Office.
- Paul Sundeen, city manager and CFO, City of Riverside.

Additional Information for Event:
- Schedule for Conference:
  - 7 – 8 a.m., Breakfast and registration.
  - 8 – 11:30 a.m., Conference.

“Time Out”
All about restaurants, resorts, wine and travel.
Saturdays at 3:00 p.m. on KSPA Radio 1510 AM

NICHOLAS THOMPSON JOINS CALIFORNIA BANK & TRUST

California Bank & Trust 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. As a CB&T banker, Thompson will offer his clientele banking expertise, customized business solutions, and customer service synonymous with CB&T, by serving as a trusted business advisor.

“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. Thompson earned a bachelor’s degree in business administration from the University of California at Riverside where he also minored in political science. Thompson is a member of the Desert Bar Association and resides in Palm Springs with his wife and children.

As in our previous forecast, the recovery from this recession will be driven by education, health care, exports and technology and to some extent by growth in residential construction. The first four are more heavily centered in coastal California and are currently generating some job growth for these sub-regions. The latter will begin to generate jobs along the coast in the near term, but there will be little new activity inland until housing markets turn. Thus, economic growth in California will be bifurcated with an early recovery along the coast coexisting with continued economic doldrums to the east. However, we do not expect this to be a permanent state of affairs.

Typically, structural adjustment such as occurred in aerospace in 1991 and in the Internet and software sectors in 2001, requires four to six years for recovery. With residential construction in the Inland Empire and Central Valley beginning its adjustment in 2006, we can expect no substantial growth in this sector over the forecast horizon. Moreover, the U.S. economic recovery is slower than in past recessions and the experiences of structural adjustment in California and other parts of the country may underestimate the amount of time required to complete such an adjustment. If other sectors do not pick up the slack, the bifurcated recovery will be with us for the next few years.

On an annual basis, our expectation is that total employment in California will contract by -0.7% in 2010. Once employment growth returns in 2011 employment will begin to grow faster than the labor force at a 1.9% rate and the unemployment rate will begin to fall. Real personal income growth is forecast to be 0.6% in 2010 and 2.2% and 4.1% in 2011 and 2012 respectively.

Finally, the state unemployment rate is currently at its high point of 12.6%. Our expectation is for it to fall slowly through the balance of 2010 and average 12.2% for the year. Though the California economy will be growing in 2011, it will not be generating enough jobs to drive the unemployment rate below double digits until the end of 2012. As with the Central Pacific Railroad in the 1860s, we will be climbing imperceptibly for some time. The positive news, muted though it might be, is in 2012 when the California economy should be in the foothills climbing towards the peaks.
Largest Tax Hike in History of America

Read Joan Pryde’s article concerning the largest tax hikes in the history of America. These taxes will hit families and small businesses on Jan. 1, 2011. Big surprises await.

Nine Body Languages Dos and Don’ts to Win in the Business World

If you think you’ve been saying all the right things, but you still can’t get ahead, author Sharon Sayler suggests you consider what you’ve really been saying to potential employers—not just verbally, but non-verbally.

The Uncertain Economy

David Shulman, senior economist, UCLA Anderson Forecast, tells us what ails the economy against a backdrop of growing policy uncertainty.

How to Deal With Difficult Co-Workers…and What You Can Learn From Them

No matter where you’re currently employed, you likely have to deal with a few difficult co-workers on a regular basis. They’re enough to make you want to quit. But in today’s economy, quitting any job is simply not an option. Your best bet is to learn not only how to get along with difficult people, but to learn a few lessons from them.

The Execution Solution: Five Trade Secrets of Companies That Consistently Get Things Done

Rick Lepsinger names five companies that are consistently able to get things done from those that aren’t. He has also uncovered five characteristics and competencies that set companies up for success.

“Nailing” That Next Presentation

John Fallon outlines hints in becoming good presenters and are designed from three areas: the message, the messenger and the medium.

Columns

Real Estate Notes

The Lists:
- Internet Service Providers
- Interconnect/Telecommunications Firms
- Long Distance
- Copier, Fax and Business Equipment Retailers
- Private Aviation

Communication Skills

Investments and Finance

Management Training Calendar

Computer Column

Communication in Business

Inland Empire People and Events

Manager’s Bookshelf

New Business Lists:
- County of San Bernardino
- County of Riverside

Executive Time Out

SUBSCRIBE NOW!

Yes I want to subscribe to the Inland Empire Business Journal

- One year $24 annual subscription
- Two Year $48 — Includes 2010
- My check is enclosed
- Charge to my credit card: Master Card Visa

Exp. Date

Credit Card No.

Signature

Company

Name

Address

City/State Zip

Phone#

Make checks payable to: Inland Empire Business Journal
P.O. Box 1979, Rancho Cucamonga, CA 91729

For more information, call (909) 605-8800/Fax (909) 605-6688
Bundled Services Case Study: Yamaha of Cucamonga, Inc.

Speed and performance have always been a driving force for Yamaha of Cucamonga, Inc., a certified dealer of Yamaha motorcycles, scooters, ATVs, and generators with a 2,500-square-foot retail store and repair center in Rancho Cucamonga. While business was revving along strongly with annual sales running north of $4 million, President Jay Conaway recently decided the store’s telecommunications also needed to come up to speed.

The challenge
Conaway’s first goal was to add TV displays for the main showroom floor and in customer waiting room areas. There were also problems with Yamaha of Cucamonga’s existing telecommunications—the mission-critical DSL broadband connection was prone to service outages, and sometimes it was hard to hear customers on the frequently static-filled voice lines. All of that led Conaway to evaluate his entire telecommunications strategy and explore whether he could also improve his telephone and Internet service with a triple-play bundle from a local cable provider. As luck would have it, a Charter Business sales representative called. The representative quickly provided Conaway with a bid that included TV service, five phone lines, and high-speed cable modem service. After looking at the proposal, says Conaway, “It just made sense. We put the package together and looked at the cost savings, and it just made sense to do it.”

Flawless installation
With the contract signed, the next step was the transition from local telephone service to Charter Business. After the phone porting process was complete, a Charter technician came out and installed voice, Cable TV, and data connections, and it was up and running the same day. For a business that deals in fast machines, that quick turnaround was nevertheless surprising for Conaway. “It went flawlessly—I was amazed. It didn’t really cause me downtime with the business,” Conaway said. “They flipped the switch and it was switched over. It was that easy.” On top of that, the weekend follow-up business,” Conaway said. “They flipped the switch and it was that easy.” On top of that, the weekend follow-up turnaround was nevertheless surprising for Conaway. “It went flawlessly—I was amazed. It didn’t really cause me downtime with the business,” Conaway said. “They flipped the switch and it was switched over. It was that easy.” On top of that, the weekend follow-up turnaround was nevertheless surprising for Conaway. “It went flawlessly—I was amazed. It didn’t really cause me downtime with the business,” Conaway said. “They flipped the switch and it was switched over. It was that easy.” On top of that, the weekend follow-up

When planning your 2010 advertising budget, consider the INLAND EMPIRE BUSINESS JOURNAL. For advertising information call (909) 605-8800 or visit our website: www.busjournal.com

BUSINESS JOURNAL • PAGE 5
Recharges Battery

I’ve always been the kind of person, whether in my professional, legislative or personal life to look at the glass as half full. I’m a problem solver and have worked my entire life trying to find solutions to whatever issue I’m dealing with.

But during these past eight years in the California Legislature, I must admit it can be difficult to try and keep a positive attitude. A couple of weeks ago, for example, we learned that California’s over-regulated economy has caused the state’s unemployment to increase to 12.4 percent. It’s even worse in San Bernardino and Riverside Counties where unemployment stands at 14.8 percent. Couple the state’s record unemployment rate (2.3 million people in California are looking for a job) with a record–late state budget that is costing taxpayers nearly $4.3 billion since the start of the fiscal year, and it’s easy for the most positive person to get cynical.

I received a letter from Scott Seward, a constituent of mine in the Inland Empire, that has recharged my batteries as we search for solutions to move California forward. The letter is so good that I thought it was worth sharing with all of you:

Good afternoon Bob,

I’ve been receiving your updates on the state of California’s fiscal and economic situation for some time. I often times find myself forwarding it to everyone I know, even those not in your district because I find the information valuable. As someone who thoroughly enjoys all things finance, I’m constantly astonished by the methods Democrats (and some Republicans) use to continue their spending spree; all the while telling the citizens of this state that Republicans stand in the way of “real” change.

I was doing a little research the other day and learned that Democrats have controlled the state assembly and senate since 1970, albeit one year. I also learned that in 1970, California took in 28 percent of state revenues from personal income taxes. Fast forward to 2010 and you find the state now pulls in a whopping 52 percent of its revenue from personal income taxes. During this same time period, our state budget increased from $6 billion to $120 billion, an increase of approximately 2,000 percent. All the while, our population has barely increased 100 percent. As such, you could say that for every 1 percent increase in population, our spending has increased 20 percent.

I understand that not all of the blame can be placed on the Democratic Party. The Republicans have, many times, acted in step with the Democrats. Who can forget the fiasco with our last round of proposed tax increases and the Republicans who supported it. None the less, the hard working people in this state are tired. We’re tired of supporting 33% of the entire nation’s welfare recipients. We’re tired of the numerous laws and regulations that burden our businesses and turn free men into criminals over night. We’re tired of having to constantly defend our rights to own guns as

Largest Tax...

continued from pg. 1

Relief

In 2001 and 2003, the GOP Congress enacted several tax cuts for investors, small business owners, and families. These will all expire on Jan. 1, 2011.

• Personal income tax rates will rise.
  The top income tax rate will rise from 35 to 39.6 percent (this is also the rate at which two-thirds of small business profits are taxed).

  The lowest rate will rise from 10 to 15 percent. All the rates in between will also rise.

• Itemized deductions and personal exemptions will again phase out, which has the same mathematical effect as higher marginal tax rates.

  • The full list of marginal rate hikes is below:
    - The 10% bracket rises to an expanded 15%
    - The 25% bracket rises to 28%
    - The 28% bracket rises to 31%
    - The 33% bracket rises to 36%
    - The 35% bracket rises to 39.6%

• Higher taxes on marriage and family.

  • The “marriage penalty” (narrower tax brackets for married couples) will return from the first dollar of income.
  
  • The child tax credit will be cut in half from $1000 to $500 per child.

  • The standard deduction will no longer be doubled for married couples relative to the single level.

  • The dependent care and adoption tax credits will be cut.

• The return of the Death Tax.

  This year only, there is no death tax. (It’s a quirk!) For those dying on or after Jan. 1, 2011, there is a 55 percent top death tax rate on estates over $1 million. A person leaving behind two homes, a business, a retirement

continued on page 14
## Internet Service Providers Serving the I. E.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>E-mail Address</th>
<th># Subscribers LE</th>
<th>Year Founded I.E.</th>
<th>Three Major Services</th>
<th>Top Local Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT&amp;T</td>
<td>WND Wireless,</td>
<td>WND</td>
<td>1976</td>
<td>Wireless, Hi-Speed Internet, Y-Verse Television</td>
<td>Denita Willoughby Vice President (800) 750-2155</td>
</tr>
<tr>
<td>1. AT&amp;T</td>
<td><a href="http://www.att.com">www.att.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charter Business</td>
<td><a href="mailto:gail.kodoma@chartercom.com">gail.kodoma@chartercom.com</a></td>
<td>WND</td>
<td></td>
<td>Telephone, Internet, Cable TV</td>
<td>Gail Kodoma Director of Sales (626) 430-3152</td>
</tr>
<tr>
<td>2. Charter Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Cruznet</td>
<td><a href="http://www.cruznet.net">www.cruznet.net</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earthlink</td>
<td><a href="mailto:preslink@earthlink.net">preslink@earthlink.net</a></td>
<td></td>
<td></td>
<td>Internet, Web Hosting, T1/T3 Services</td>
<td>Kevin Brand Chief of Consumer Products (440) 615-0770</td>
</tr>
<tr>
<td>4. Earthlink</td>
<td><a href="http://www.earthlink.net">www.earthlink.net</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inland Internet</td>
<td><a href="mailto:info@inland.net">info@inland.net</a></td>
<td>N/A</td>
<td>1995</td>
<td>Unlimited Dial-Up Access, Web Design &amp; Hosting, Business/Personal Accounts</td>
<td>Nancy Kiren ISP Manager (760) 446-1501</td>
</tr>
<tr>
<td>5. Inland Internet</td>
<td><a href="http://www.inland.net">www.inland.net</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keyway Internet Services</td>
<td><a href="mailto:key@keyway.net">key@keyway.net</a></td>
<td>2,000+</td>
<td>1995</td>
<td>Dial-Up/DSL Services, Web-Hosing Services T1/T3 Services</td>
<td>Travis Weden Sales Manager (909) 933-3650/933-3660</td>
</tr>
<tr>
<td>6. Keyway Internet Services</td>
<td><a href="http://www.keyway.net">www.keyway.net</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linkline Communications, Inc.</td>
<td><a href="mailto:sales@linkline.com">sales@linkline.com</a></td>
<td>10,000</td>
<td>1993</td>
<td>DSL/Ad-Op Service, Dial-Up Service, Web Page Hosting</td>
<td>Steve Caster VP/GM (951) 780-3692/7251</td>
</tr>
<tr>
<td>7. Linkline Communications, Inc.</td>
<td><a href="http://www.linkline.com">www.linkline.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qwest Communications Int'l</td>
<td><a href="mailto:john.coughlin@qwest.com">john.coughlin@qwest.com</a></td>
<td>WND</td>
<td></td>
<td>Broadband</td>
<td>John Coughlin Director of Marketing (213) 784-6003</td>
</tr>
<tr>
<td>8. Qwest Communications Int'l</td>
<td><a href="http://www.qwest.com">www.qwest.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ultimate Internet Access, Inc.</td>
<td><a href="mailto:info@uia.net">info@uia.net</a></td>
<td>10,050</td>
<td>1996</td>
<td>Broadband, Managed Firewall, Hosting</td>
<td>Wes Zuber President (909) 605-2000/605-2900</td>
</tr>
</tbody>
</table>

N/A = Not Applicable  WND = Would not Disclose  na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions to company letterhead to: The Inland Empire Business Journal, P.0. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Jonathan Siu. Copyright 2010 by IEBJ.

---

### “Time Out” With Bill Anthony

Join Bill “The Ambassador of Good Taste” as he reviews gourmet food, travel and world famous restaurateurs—plus guest interviews with award-winning chefs and renowned wine connoisseurs each Saturday at 3:00 p.m. on “Hot Talk” 1510 AM KSPA Radio.
COMMUNICATION SKILLS

Nine Body Language Dos and Don’ts to Win in the Business World

If you’re not winning the jobs, clients, or sales you think you deserve, you might want to take a closer look at what you’re saying—not just verbally, but non-verbally. Sharon Sayler explains that your body language is just as important as the words you use. She provides a few helpful tips to help you move (pun intended!) ahead of your competition.

Today’s business world is more competitive than ever. As the economy continues to struggle, competition for jobs, clients, sales—you name it—continues to be tight. If you’re sure that you’ve been saying all the right things, but you still can’t get ahead, author Sharon Sayler suggests you consider what you’ve really been saying to potential employers or customers—not just verbally, but non-verbally. She explains that while you might be saying, “I’m the person for the job,” the message you’re conveying through your body might be very different.

“Have you ever heard the expression, ‘It’s not what you’re saying—it’s how you’re saying it?’ asks Sayler. “Well, that’s true not only with verbal messages but with your unspoken (nonverbal) messages as well. Words are only a small part of communication. The most influential parts of communication are your non-verbals. And in an ideas-based economy like the one we have today, your ability to influence others and get them to really listen to you is what will set you apart from the majority in your profession or industry. Your non-verbals play an important role in making that happen.”

What Your Body Says (and how to master the message) gives you the tools to fully master your messages. Laying out simple methods that are easy to use (and remember, this helpful guide offers a proven approach based on Sayler’s years of research and practice) you’ll learn an array of techniques you can use in a variety of situations, allowing you to communicate with more clarity, inspiration, and influence.

“True communication goes beyond words, and great communicators use every tool they have to deliver their message,” says Sayler. “When you have control of your non-verbal language, you can communicate confidence with passion, persuasion, credibility, and candor—factors that will help you soar above your competition in the business world.”

Read on for a few non-verbal dos and don’ts:

Don’t fill the air with ums, ah, uh, and you know. It is natural to pause when you speak—it gives you a chance to breathe. What’s not natural is to fill the silent pause with ums, ah, uh, you know, and other sounds. Verbal pauses are distracting and muddy what you are trying to say, because the audience sees you searching for the next words. Meaningless extra syllables or words make you look less intelligent. Your message will be more effective once you eliminate them. This may take practice.

“If you say a word and hang on it before you actually know what you’re going to say next, it becomes a bridge word,” says Sayler. “The ums, ahhs, uhs, and you know are warning signs that you need to breathe. When you run out of oxygen and your brain starts feeding unintelligible words to your mouth, stop talking and start breathing. Working to eliminate the verbal pause may feel uncomfortable at first. However, the number of times you use it will decrease the more you practice. Practice often means saying a verbal pause and noticing that you did it. If you catch yourself doing it less often, then you are making progress. Eventually, the silent pause will replace the verbal pause. Remember, you don’t have to fill every minute of air-time with noise.”

Don’t use the fig-leaf pose. By placing your hands to cover the groin region, you’re making yourself look visually smaller. “When you place your hands in the fig-leaf pose, your body says, ‘I’m harmless,’ or, ‘I’m afraid,’” explains Sayler. “Not exactly the way to convey the level of confidence that a new employer might want to see in a new hire or that a client wants to see in the genius he needs to help improve his business.”

Do use hand gestures systematically. When we use only words to convey our message, we make it necessary for our audience to pay very close attention to what we say. Using gestures systematically, especially when giving directions or teaching, makes the audience less dependent on the verbal part of the presentation. The visual reminder created by gestures allows the listener two ways to remember: auditory and visual. It thereby increases the likelihood of accurate recall.

Don’t put your hands in your pockets. Thumbs hanging off the pockets and hands deep in both pockets both say something similar to the fig leaf hand gesture, “Geez, I hope you like me.” Hands deep in the pockets jingling change say one of two things, depending on context: “Geez, I’m nervous and hope you like me,” or, “Geez, I’m so bored. Is this ever going to be over?”

Pockets and waistbands can convey multiple meanings depending on where the hands or thumbs are placed, says Sayler. “Thumbs tucked in the waistband usually say, ‘I am staking my territory,’ which is a gesture of power, not influence. Thumbs displayed while the hands are tucked in the pockets say, ‘I know I am superior and I believe I have dominance.’ Pockets and waistbands are not a good place to rest your hands in business situations. You want to convey to those you work with or hope to work with that you are confident in yourself and those around you.”

Don’t hide your hands behind your back. Depending on the situation, grasping your hands behind your back can be interpreted as meaning, “Geez, I hope you like me,” or, “You better fear me.” Neither interpretation leaves a very good impression of you so avoid this position altogether. “This can be a tough move to break because it feels so comfortable and natural to us,” says Sayler. “People often do not know what to do with their hands, so they will start with the fig leaf, and then when they realize where their hands are, they will quickly move their hands behind their backs. The best way to break yourself of this habit is to practice being comfortable with your hands straight down by your sides—after all it is the natural place for them to be. Take notice of when you use this movement. Once you know what kind of situation elicits this motion, you can begin to consciously break yourself of the habit.”

Don’t cross your arms. This stance is most frequently understood to indicate upset or discomfort. In business, others often interpret it as, “I am not open to discussion.” or, “I continued on page 12...
### Stock Chart

#### Five Most Active Stocks

<table>
<thead>
<tr>
<th>Company</th>
<th>Advances</th>
<th>Declines</th>
<th>Unchanged</th>
<th>New Highs</th>
<th>New Lows</th>
</tr>
</thead>
<tbody>
<tr>
<td>American States Water Company</td>
<td>20,840,630</td>
<td>18,674,880</td>
<td>11,916,940</td>
<td>6,980,880</td>
<td>1,586,610</td>
</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>7.55</td>
<td>6.81</td>
<td>5.35</td>
<td>5.46</td>
<td>5.70</td>
</tr>
<tr>
<td>Watson Pharmaceuticals Inc.</td>
<td>45.67</td>
<td>45.04</td>
<td>7.92</td>
<td>43.85</td>
<td>43.33</td>
</tr>
<tr>
<td>C.V. Bancorp</td>
<td>7.92</td>
<td>7.81</td>
<td>5.31</td>
<td>43.85</td>
<td>43.33</td>
</tr>
<tr>
<td>American States Water Company</td>
<td>34.29</td>
<td>33.33</td>
<td>5.81</td>
<td>43.85</td>
<td>43.33</td>
</tr>
</tbody>
</table>

#### Monthly Summary 9/21/10

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advances</td>
<td>10</td>
</tr>
<tr>
<td>Declines</td>
<td>1</td>
</tr>
<tr>
<td>Unchanged</td>
<td>1</td>
</tr>
<tr>
<td>New Highs</td>
<td>2</td>
</tr>
<tr>
<td>New Lows</td>
<td>0</td>
</tr>
</tbody>
</table>

#### THE GAINERS

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close Price</th>
<th>%Change</th>
<th>Current Close Price</th>
<th>%Change</th>
<th>Current Close Price</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>American States Water Company</td>
<td>34.29</td>
<td>2.9</td>
<td>39.61</td>
<td>10.9%</td>
<td>31.20</td>
<td>21.2</td>
</tr>
<tr>
<td>Basin Water Inc. (H)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Channell Commercial Corp.</td>
<td>0.002</td>
<td>-20.0%</td>
<td>0.04</td>
<td>0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>7.55</td>
<td>10.9%</td>
<td>11.85</td>
<td>12.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K-Fed Bancorp</td>
<td>7.92</td>
<td>1.4%</td>
<td>7.56</td>
<td>30.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hot Topic Inc.</td>
<td>5.46</td>
<td>5.4%</td>
<td>5.96</td>
<td>42.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American States Water Company</td>
<td>34.29</td>
<td>2.9%</td>
<td>39.61</td>
<td>10.9%</td>
<td>31.20</td>
<td>21.2</td>
</tr>
</tbody>
</table>

#### THE LOSERS

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close Price</th>
<th>%Change</th>
<th>Current Close Price</th>
<th>%Change</th>
<th>Current Close Price</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physicians Formula Holdings Inc.</td>
<td>3.17</td>
<td>0.02%</td>
<td>3.15</td>
<td>0.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hansen Natural Corporation</td>
<td>45.67</td>
<td>0.63%</td>
<td>45.04</td>
<td>1.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>K-Fed Bancorp</td>
<td>7.92</td>
<td>0.11%</td>
<td>7.81</td>
<td>1.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Watson Pharmaceuticals Inc.</td>
<td>43.85</td>
<td>0.78%</td>
<td>43.07</td>
<td>1.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American States Water Company</td>
<td>34.29</td>
<td>0.96%</td>
<td>33.33</td>
<td>2.9%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful

---

**Mannerino Law Offices**

“Laws were made to be broken”

Christopher North, May, 1830

“Had laws not been, we never had been blam’d; for not to know we sinn’d is innocence”

Sir William Davenant

1606-1668

10681 Foothill Blvd., Suite 280 Rancho Cucamonga, CA 91730
Tel. (909) 980-0630 Fax. (909) 948-8674

---

**Duff & Phelps, LLC**

One of the nation’s leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 689-0070.

---

**Five Most Active Stocks**

- Watson Pharmaceuticals Inc.
- CVB Financial Corp.
- Hansen Natural Corporation
- Hot Topic Inc.
- American States Water Company

**D&P/IEBJ Total Volume Month**

61,277,270
Wells Fargo Volunteer Day at Community Action Partnership of San Bernardino County Food Bank

Forty Wells Fargo employees stuffed grocery bags with food for the needy on Wednesday, Sept. 29th at Community Action Partnership of San Bernardino County (CAPSBC) Food Bank located at 678 South Tipton Avenue in San Bernardino. Wells Fargo Community Affairs Manager Robin Hought was on hand for the Volunteer Day event.

The Wells Fargo team consisted of volunteers from many lines of their business including their retail stores, business banking, home mortgage and more. They packed food to go out to needy people. They stuffed grocery bags with USDA commodities for low-income families. This is the second Wells Fargo volunteer day at the Food Bank this year. Wells Fargo previously donated $10,000 to the Kidz Fuel-Snack Program at the CAPSBC Food Bank.

“Our Wells Fargo team members can make a huge difference in the communities where we live and work by volunteering while pursuing the interests that team members are most passionate about. We always strive to promote the long-term economic prosperity and quality of life for everyone in our communities. The Community Action Partnership of San Bernardino is an organization that Wells Fargo is proud to volunteer and partner with. In 2009 Wells Fargo and Wachovia contributed a combined 1.23 million hours to nonprofit and community organizations,” said Robin Hought, community affairs manager, Wells Fargo.

CAPSBC is the designated Community Action Agency for San Bernardino County charged with providing programs and continued on page 39
Attention Business Owners
San Bernardino County Workforce Investment Board Funds
Innovative Program

Improve Business...Create More Jobs!

5 Months of World Class Business Coaching at NO COST to you. Funded by the County WIB to help YOU improve your business and create more jobs in our county!

This is a VERY intense program suited for the business owner driven by success!

Program includes:
• Business Health Assessment
• Goal Alignment Consultation
• Operational Plan Development
• Weekly Coaching to ensure plan implementation
• DISC Communication Assessments to improve teamwork
• Opportunity to grow profits save jobs

Program Funds are EXTREMELY Limited!
Call 951.543.9901 to see if you qualify!

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

The Uncertain Economy
By David Shulman
Senior Economist, UCLA Anderson Forecast

Against a backdrop of growing policy uncertainty, the economy stalled in the second quarter with real GDP growing at a revised 1.6% annual rate. Indeed, we forecast that the economy will continue to crawl at a 1.4% rate in the current quarter and then grow at a very tepid 2% growth rate for the following four quarters. With uncertainty hovering over the economy like a gray cloud, we don’t visualize a return to trend growth to approach 3% or so until late 2011. In this environment, the unemployment rate will remain extraordinarily high ending this year at 9.7% and 2011 at 9.5% very much in line with the 9.6% rate reported for August.

Given the huge decline in output that took place in 2008-09, the economy should be growing at a 5-6% annual rate, not the 2% rate that we now envision. What normally happens in a recovery is that the proverbial baton is passed from government spending and inventory restocking to housing, consumer spending and investment.

In this recovery, somewhere along the way the baton was dropped as housing appears to have double-dipped and consumer spending never really took off. Although it is hard to visualize a double-dip in the quarterly housing start data, it is very evident in the collapse of monthly existing home sales after the expiration of the homebuyer’s tax credit. Whether housing is in a true double-dip or purely the result of the tax credit pulling forward demand remains to be seen. To be sure, equipment and software spending has remained strong, though leading indicators of activity and corporate announcements suggest that it too, will fall from its recent heady pace.

What Ails the Economy?
We have two broad explanations as to what is ailing the economy. The first is the balance sheet recession hypothesis we outlined nearly two years ago which is broadly analogous, with the important exception of the U.S. not experiencing a foreign exchange crisis, to the analysis put forward by Carmen Reinhart and Kenneth Rogoff. In their historical overview, “This Time is Different,” they outline the history of eight centuries of financial collapses and come to the conclusion that recoveries from the bursting of debt fueled financial bubbles are invariably slow and are associated with unusually high unemployment rates and an explosion in government debt. Sounds familiar, doesn’t it? Simply put, because the balance sheet imbalances engendered by the prior boom, it takes a long time for an economy to heal from a financial collapse. It certainly doesn’t have to be as bad as the 1930s or Japan’s lost two decades, but in our and their view a quick recovery to the semblance of the pre-boom normal is not likely.

The recovery from the balance sheet recession is being exacerbated by an extraordinary increase in policy uncertainty which is amplifying the usual economic uncertainties associated with recessions. As early as December 2008 and almost continually thereafter the UCLA Anderson Forecast has noted that fiscal, monetary and regulatory policy uncertainties coming out of Washington, D.C. would limit consumption, investment and hiring. In a way, policy making has become “iatrogenic” in that instead of curing the economic disease it is making it worse. Policy makers in Washington D.C. don’t seem to understand that the decision of a firm to hire an employee is an investment decision and therefore subject to all of the budgetary criteria that goes into the buying of equipment. And remember, there are no health insurance premiums associated with buying a computer. The investment/hiring decision is subject to forecasts on the future of tax, environmental, energy, finan-
“People habitually cross their arms over their chests when listening or waiting, so this gesture can be a hard one to overcome,” notes Sayler. “Those who know us well may look at our arms across our chest and make nothing of it, thinking, Oh that’s just what John does when he listens. Since the crossed-arms gesture is one of the most misinterpreted non-verbals, don’t do it. Why give others the chance to misunderstand?”

Do know when to put your hands on your hips. This is a ready-to-take-action gesture—think gunfight at the OK Corral. It makes most people appear bigger, because they are actually taking up more space. Yet, it is often given negative labels by others, such as meaning you are annoyed, closed, or won’t listen, similar to placing your arms across your chest.

“You have to be careful when you place your hands on your hips, because it is interpreted differently depending on the situation,” says Sayler. “It might be a great way to convey to a potential employer after an interview that you are ready for the challenges ahead. But use it during a difficult meeting with a client, and he might think you are non-verbally voicing your annoyance with him. Again, it’s important to be aware of when you are most likely to use this motion.”

Do remember the eyes have it. Of all the nonverbal messages one can use, the eyes are the most expressive and really are the window to thoughts and emotions. Little or no eye contact is often thought to be associated with lying, but this is not always true. Experienced liars will look you right in the eye every time. It might also indicate lack of self-esteem or interest. “Obviously, none of these are messages you want to convey in your professional life,” says Sayler. “To use direct eye contact in a business situation, position your eyes between the listener’s eyes or just a bit higher. Imagine a triangle with the base below the listener’s eyes and the peak of the triangle at his mid-forehead. Keep your eyes in the middle of the triangle to maintain a professional contact. As to how much or how long to hold eye contact, take your cues from the other person: If he likes a lot of eye contact, do the same. If the listener breaks eye contact on occasion, it is acceptable to break eye contact to the same degree.”

Do stop fidgeting. Unintentional gestures are emotional reactions or the result of the body’s desire for physical comfort and are often lovingly called fidgets. Even though fidgets can calm us, those pesky, jerky movements or anxious behaviors often make others uneasy.

“Because they often become habits, they can be difficult to stop, so people usually try to disguise them,” notes Sayler. “Adjusting a cuff link, rubbing an earlobe, and picking lint off clothes are just a few examples of the infamous fidget. The quickest way to calm yourself without a fidget or two is by pushing your own internal fidget reboot button: your breathing. Since you’re nervous—and fidgety or anxious nonverbal behaviors are so automatic—it can take a bit more effort to be aware you are doing them. If you know you will be entering a ‘fidget’ situation, make an effort to become consciously aware of, and control, your breathing. Once you are aware, breathe with low, full abdominal breaths. The purpose is to bring the carbon dioxide and oxygen levels back in balance. Remember to maintain low, slow abdominal breathing.”

“When it comes to inspiring and influencing others, we can say all the right words, but if our non-verbal postures send a different message, that is what others will understand and take away,” says Sayler. “True communication goes... continued on page 39
Bundled Services Case Study: Yamaha of Cucamonga, Inc.

Clearly better voice, broadband

Fast installation was followed by reliable, high-quality service. Right off the bat, Conaway noticed a marked improvement every time he picked up the phone. “The clarity on the phone was much better than before,” he said. “We used to have a lot of interference and static. Now the phones are crystal clear, and it’s quite noticeable on our end just listening to a customer—it’s much easier to hear them.” Another plus for Yamaha of Cucamonga was being able to keep the same phone number.

“We put the package together and looked at the cost savings, and it just made sense to do it.” Perhaps more importantly, Charter Business® Internet service has proven far more reliable compared to Yamaha of Cucamonga’s DSL line. “We had quite a lot of outages with the DSL service,” Conaway said. The Charter cable modem service is not only faster, “but it appears to be far more reliable.” That is crucial, given how Internet-dependent Conaway’s business has become. Nearly all of his inventory and vendor orders are managed online, and the store racks up $40,000 monthly in online sales. Inside the store, the Charter data connection feeds 13 sales workstations and the store’s main server.

“You really, literally, cannot run my business anymore without a high-speed connection. When it goes offline, we’re down,” Conaway said. “So reliability of that service is actually, from my perspective, almost more important than the speed.”

Superior service

The great connections also extend to the customer support provided by Charter Business. After making the switch over to Charter services, Conaway hadn’t realized that unlike his old telco-powered phone service, his Charter Business® Phone system didn’t require dialing a “9” to get an outside line. That posed a problem for his credit card transaction and security systems, so he immediately called his Charter sales representative. It turns out all he needed to do was reprogram those systems to eliminate the “9” when dialing. “It was simply not knowing, and Charter handled it immediately,” Conaway said. “It has been great.”

continued on page 39
Referral Exchange Network
Upgrade Your Business to Networking 3.0
www.ReferralExchangeNetwork.com  |  (800)-559-1736

Erin Wurtemberg, Rooted Growth

Thirty-three-year-old entrepreneur and relationship marketing expert Erin Wurtemberg is passionate about the solutions she provides businesses. “I love to motivate sales professionals and entrepreneurs to do business in a way that promotes others.” Erin started her business, Rooted Growth, in the spring of 2009. After leaving an after-hours business mixer dissatisfied and feeling uninspired, she woke up that night with what she says was like a lightning flash of a vision. “I just woke up and had a realization that the only way a business can have lasting, residual growth is if its roots are healthy and well-established.” With this new inspiration, she began to seek opportunities to help light the entrepreneurial path for other professionals. With several years experience in networking and business-building, Erin has gained much insight into how to network and establish rooted relationships effectively. Her management degree has also provided her with much knowledge in the way of connecting people with information they need. Also a professional massage therapist for just under a decade, Erin truly understands what it is like to be in business for oneself.

Through one-on-one coaching and public speaking events, Erin teaches sales professionals and entrepreneurs how to utilize simple systems that will create established connections for lasting growth. “Professionals really want to spend less time prospecting and more time selling, and they don’t want to worry about losing clients.” The primary philosophy that Erin teaches is the concept of giving for the sake of giving. She speaks about the importance of being a source of value to one’s clients, prospects, and business associates. Erin says, “When you take the time to grow friendships that are deeply rooted, and when you take the time to help others build their businesses, your business succeeds. This is how you can become a power networker!”

Erin’s passion is simple: to motivate others to approach their business marketing tactics on a deeper, more philosophical level. She says the result is a business that is effortlessly able to attract the right clients at the right time. With a confident smile, Erin reminds her audience that, “nurture relationships, have an attitude of giving, and never look at a human being as a dollar sign.”

Business Spotlight

Turner & Associates

Turner & Associates was found-
How to Deal With Difficult Co-Workers…and What You Can Learn From Them

By Jill Cook-Richards

No matter where you’re currently employed, you likely have to deal with a few difficult co-workers on a regular basis. Whether these people test your nerves by being publicly hostile, gossiping behind your back, or being stubborn and unyielding to new ideas, they’re enough to make you want to quit. But in today’s economy, quitting any job is simply not an option. Therefore, your best bet is to learn not only how to get along with difficult people, but also to learn a few lessons from them.

Realize that no matter how difficult someone seems, working together harmoniously is possible. With a little self-reflection, understanding, and patience, you can get along with anyone. Following are a few suggestions for making difficult co-workers more bearable.

Understand the dynamics of business relationships.

Any workplace—from a highly formal and technical environment to a relaxed and close-knit company—ultimately becomes an extended family. That doesn’t mean you have to invite your co-workers over for holiday dinners. It simply means that people tend to extend their personal relationships from their family to their professional relationships. In other words, if someone has a problem with their mother or father, it’s probable they’ll have a problem with their male or female boss. If they’re in a family where siblings are jealous or competitive, or where they’re bullied by each other, that kind of relationship will develop with their co-workers. This phenomenon is called transference—whereby you transfer your personal relationships into the workplace. The best way to overcome this is to focus on your personal life and make it as good as it can be. Mend your personal relationships, talk out problems with parents or siblings, and get your home life in order. By doing this, you’ll be stronger to handle the work relationships and will start transferring your positive personal relationship aspects rather than the negative ones.

Keep your work relationships in perspective.

Whatever you do, don’t try to make friends in the workplace. Remember that you’re there to do a job, not to make friends. If you happen to work with someone you like and a friendship develops, that’s fine. But don’t force it or think you have to be friends with all your co-workers. If you can keep this concept in mind, you’ll be able to look at the relationship from a purely professional perspective and keep your emotions out of it. The more you can leave your emotions out of the workplace, the more peace of mind you will have there.

Commit to learning from every relationship.

Every difficult person you encounter in the workplace is actually helping you learn something you can use for your future. For example, suppose you have a boss who undermines your efforts or who berates you. You certainly don’t like being treated like that, so you make a mental note that when you’re in a leadership position you’ll never act like that. This is called learning by opposite. When someone is displaying a behavior you don’t like, you become more aware of what you want to do and who you want to become as you move up in the workplace. Learning by opposite is very powerful. So rather than let the difficult people frustrate you, see them as teachers who are helping to shape you into the person you want to become.

Take responsibility for the relationship.

If you’re having a problem with a difficult co-worker, stop and look at your role in the relationship. Are you playing the “two wrongs can make a right” game, where you do something that you know will set the person off just because he or she annoyed you recently? Remember that every relationship is a two-way street, so look at yourself and how you’re contributing to the difficult behavior. Remove yourself emotionally from the situation and concentrate on your own strengths so you can make the relationship less difficult. If the other person doesn’t change or still blatantly doesn’t like you, that’s okay. Stop caring what others think. The only thing that matters is what you think about the other person. If you don’t like the way you’re thinking about someone, then make some changes in your thinking and internal dialogue. In the end, the only person you can change is yourself.

Accept the relationship.

Face it…difficult relationships are a part of the business world. Therefore, don’t look for the elusive perfect workplace. It simply doesn’t exist. The best approach is to accept that people think differently, act differently, and respond to situations differently than you do. Then, do what you can to look at the other side of the fence. Get an understanding of the other person’s point of view or where they’re coming from. This doesn’t mean you have to agree with them or like them. You just have to accept that they have a different way of handling stress or approaching situations. When you can make this mindset shift, you’ll be more patient, understanding, and forgiving of others…and they won’t seem as difficult anymore.

Ditch the Difficulties

Remember, none of your co-workers were hired to please you. Each person was hired because they possess a certain skill and can do a certain job—not because they are friendly or easy to work with. As such, a few difficult ones are bound to be in the mix. So don’t quit your job because of your difficult co-workers or even a difficult boss. Chances are you’ll find the same kinds of difficult people in your new workplace anyway. Instead, work to ease the difficult relationship by focusing on yourself and your own mindset. When you make yourself the focus rather than the difficult co-worker, you diffuse the relationship and become both happier and more productive in all aspects of life.

For additional information, contact Jill at (904) 396-4060 or e-mail JillCookRichards@yahoo.com
The Execution Solution: Five Trade Secrets of Companies That Consistently Get Things Done

If your organization is like so many others, it seems to have all the ingredients for success firmly in place. A well-thought-out vision? Check. A realistic strategy? Check. Skilled, highly engaged employees, quality products and services, strong customer relationships? Check, check, check. So why, in the face of everything you’re doing right, can’t you deliver consistent results? Rick Lepsinger sums up the answer with a concept he’s been studying for years: the execution gap.

Lepsinger’s assertion is backed by hard evidence. OnPoint studied over 400 companies and found that 49 percent of leaders surveyed reported a gap between their organization’s ability to formulate and communicate a vision and strategy and its ability to deliver results.

But this finding wasn’t the surprising part. What really shocked Lepsinger was that only 36 percent of leaders who thought their company had an execution gap responded positively to the statement, “I have confidence in my organization’s ability to close the gap between strategy and execution.” That means a staggering 64 percent of leaders who saw an execution problem didn’t believe their company could fix it.

“For companies struggling to pull themselves out of the ditch the recession kicked them into, the inability to get things done is very bad news,” he says. “If you can’t execute well, you’re not going to be successful—and you might not be around for long.”

So here’s the question: If a clear and inspiring vision, a realistic strategy, employee commitment, a skilled workforce, and high levels of quality and customer service don’t lead to successful execution, what does? What sets the best apart from the rest?

Lepsinger’s research uncovered five characteristics and competencies, which he refers to as “The Five Bridges,” that enable people to traverse the execution gap. It is these bridges that differentiate the companies that are consistently able to get things done from those that aren’t. (Lepsinger calls the former “Gap Closers’” and the latter “Gap Makers”—and he profiles some well-known examples of each in his book.)

**BRIDGE #1: The Ability to Manage Change**

Change is inevitable. We all know that. However, despite their sincerest efforts, many companies can’t seem to operationalize that knowledge and turn it into positive action. And that’s a dangerous shortcoming. Simply put, you can’t run a successful business if you can’t adjust to changes in the marketplace.

“If you’re not flexible enough to bend with the winds of change like a palm tree or a bamboo, you’ll snap in half like a Bradford pear when the first storm comes along,” says Lepsinger.

A Gap Maker: Dell. Just as people can get stuck in a rut, so can businesses. Dell developed “the Dell Way,” and its reluctance to tread off of the beaten path cost it its customers. The company was able to attract customers to its web-

What differentiates the results-getters from the can’t-get-it-done-ers? It’s not strategy or vision or quality or any of the other usual suspects. Rick Lepsinger, author of “Closing the Execution Gap,” reveals five research-based “bridges” that set companies up for success.

To purchase your 2010 Book of Lists on disk
Call (909) 605-8800
or visit
www.busjournal.com

continued on page 19
There’s an app for that.”

That has become the motto, the mantra, for the new age of Apple social networking. Apps are short for applications, which used to mean programs. Back in the last century people decided that Microsoft was better than Apple because there were more programs for the PC.

Apple people knew that was silly because there are only so many programs that anyone needs. Back then a program was loaded onto a 3.5” floppy disk and put into a big box with a thick instruction manual and a lot of registration paperwork.

Today’s programs, or apps are downloaded. Just go online and press the button. You’ll be asked how you are paying. You may have an account like PayPal, or you can just type in your ATM card number. No more boxes. No more trash to accumulate. The download, either programming or entertainment, has become environmentally correct.

Today, with the development of smartphones and iPads, programs have become apps. And apps have become anything that can make your device do tricks. Yes, your calendar and contact list can be kept in several different forms. You can check scores and stocks and weather. Games, which needed a big, sharp screen, can be played on something as small as a 2-inch screen.

But there is more. Some apps cost you money. Keeping track of baseball scores and standings, plus listening to the game as it’s broadcast from either team’s town in English or Spanish, is just a part of the MLB.com At Bat app. That costs about $15. There are free sport’s apps, but they don’t do as much. That TV commercial for the gasoline company that has funny excuses for speeding really does exist, and it is free. Once you’ve played all of the liners, it’s not funny any more.

Want to know when the next Harry Potter movie comes out? The next Twilight book? Apps can count down the dates. They will also count down for Halloween and Christmas.

First aid has a strong representation—not just for you and your family, but for your cats and dogs as well. I can keep a chart of my blood sugars for my diabetes. I can get news from FOX, the LA Times and the Drudge report. I can check the weather, both current and forecast. Books come in either audio or readable form. I can play James Bond trivia. I can check my car’s Kelly Blue Book value.

Lists all have apps. My daily medicines can be checked. My shopping list, my to-do list, my family’s birthdays. There is one to track your class schedule. (Back in my day, I used a scrap of paper.)

Then there are the social media apps—Facebook, My Space, Twitter and You Tube. Of course, you can check your AOL or Yahoo e-mails and run through Google or any other Internet access program. In fact, I have a friend who has become addicted to that farm program app, and my Facebook page has a daily litany of things she is doing with sheep and blueberry pies. Reviewing the Apple iTunes App files, I find categories such as health and fitness, education, gaming, productivity, music, lifestyle, entertainment, news, sports and reference. There are more.

Add the functions of a phone to these apps, and put it in your pocket. It gives you access to more than James Bond or Jack Bauer ever dreamed of. As a means of compensation, newer mod. els let you talk face-to-face with loved ones. I guess that kind of personal contact makes up for the hours some people are spending lost in the apps on the newest device.

By the way, you should know that not all apps work everywhere. Many Apple apps do not work on Blackberrys and other phones. Some, like the Droids, have apps of their own. Even the iPod apps don’t necessarily work on iPods.

That being said, the fact that these smartphones and notebook laptops and pad devices can do what they do and connect us the way they do, have a lot of great things to be said for them. Just as e-mail has kept me in touch with my daughters up in Spokane, today’s technology puts me right into their lives.

I have to look back on things like the CB craze of the seventies and remind myself that, just as CB was a miracle in its time, today’s miracle apps may well be replaced by something even better 10 years from now.

There is still no way to tell the future. There is no app for that!
Many recruitment and human resource specialists believe that a lack of presentation skills can be damaging to career advancement. In a survey of over 300 businesses by the Association of American Colleges and Universities’ Leap initiative, 89% of employers stated that they want colleges to place more emphasis on oral, written and visual communication.

That percentage was higher than any other skill, knowledge, or ability. Recent surveys conducted by Commspond Inc. (sponsored by Avery Dennison) estimate that more than 50 million presentations take place each day across the world, with a majority being poorly designed and/or delivered. The final result of this survey shows that our ability to communicate orally and visually is the single most-needed attribute for success in the business sector.

This is a new concept for many of us. With the need for communicating ideas and information now becoming everyone’s job, we realize that public speaking and presenting aren’t the same beast. When compared to public speaking, presentations make greater use of visual communication, demonstrations, interactive audience participation, humor, and have a higher entertainment value. Presentations demand applying a huge body of knowledge and skills that excellent presenters make look natural, but in reality, it’s an acquired talent. Seeing a final presentation is just the tip of a huge iceberg. The amount of work and time that goes into preparing what is seen and heard is mind-boggling. However there is good news. Neither the knowledge nor the skills are difficult to learn and contrary to popular belief, good presenters are made, not born. Now, we have to ask ourselves the question… do we have the necessary skills to be that “good” presenter?

For those of you who need a few helpful hints in becoming good presenters, remember that most “total package” presentations are developed and designed from three areas: the message, the messenger and the medium.

The Message:
1. To determine your message, find the “core” idea you want your audience to remember, then develop three to seven points that will support your message.

Remember, the amount of points you have may be determined by the amount of time you have to present. Don’t have more than seven points because your audience will become overwhelmed with information. “Twitterize” your information and make it “short and sweet” for the audience to absorb. Try to have no more than three points per presentation, that way you’ll know you’re delivering all the right information in small packets.

2. Be sure to incorporate personal stories into the message. Even though it’s cliché, the adage, “a picture is worth a thousand words,” is still viable today. When you’re using stories, you’re creating “mental” images for your audience. People love stories, and when you conversationalize your stories and “tell” them like a storyteller, you’ll create emotional attachments between you, your audience and the topic. Remember, emotion wins over logic!

3. Make sure that you have a good “opening hook” (an attention getter for the audience), several “timely grabs” (similar to opening hooks but found spaced throughout your message) and a “call to action” (which is what you want to see your audience do as a result of your presentation). In any presentation, you want to immediately get the audience’s attention, keep their attention throughout the presentation and excite them enough so they want to take some type of action at the end of your presentation. A good presentation generates excitement on many different levels.

The Messenger:
1. The physicals and vocals of your presentation will be what helps you create a relationship with your audience, so use your facial expressions, vocal inflections, gestures and body movements to develop that relationship and reflect the content of your message. Incorporate all your vocals and physicals into the storytelling process, they’re part of your story as well.

2. Find those qualities about your presentation delivery techniques that are going to distract your audiences. Audio tape yourself and really listen to the quality of your voice. There really are certain voice types that turn an audience off and once they’re off, the message is pointless. Video tape yourself to see exactly what you’re doing on the platform in front of an audience. Now, replay the recording in “fast forward” and if you’re moving all over the stage, chances are your movements are going to distract your audience.

3. Dress for success and your role. You are the presenter and even though the presentation isn’t about you, dress so you physically and visually create no distractions that will cause your audience to lose the message.

The Medium
1. With whatever software you’re using to create and deliver your “digital storytelling,” make sure that the technology doesn’t become the focus of your presentation. Moving text, transitions and other pointless animations really don’t do anything to enhance the presentation. As a matter of fact, it can cause so much distraction that the audience loses the message entirely.

2. Use images on slides in place of text to support your message. Most audiences will remember images before they’ll remember text, charts and statistics. Also make sure that you use quality images. There’s nothing worse than looking at a screen with a fuzzy or blurred picture.

3. Design your digital storytelling support material last. In most cases when people are told to deliver a presentation, the first thing they do is open up the software, create the support and THEN develop the message. Start with pen and paper first and end with the technology. The message should drive the digital storytelling, not the other way around.

Follow these guidelines and make every presentation your best!

For more information, please visit www.johnfallonpresents.com or call 864.933.2633
The Execution...

continued from pg. 16

site with low-cost offers that required the buyer to make additions in order to have the best computer (which meant the price would end up being more than the original low-cost offer). But when tons of affordable computers with all of the bells and whistles that consumers wanted became readily available through other online outlets and retail stores, consumers didn’t have to go to Dell to get a “custom-made” computer.

Here’s where Dell turned a problem into a huge problem. When its leaders realized they were losing business to competitors, they fell back on a practice that had always worked for them before: they cut costs to maintain market share. One area that suffered was customer service, which had originally been one of the company’s biggest strengths.

“It’s recently made changes to get back on course, but once you’ve lost consumer confidence, it can be hard to get it back.”

BRIDGE #2: A Structure That Supports Execution

Simply put, successful organizations strike the right balance between centralization and decentralization. Many companies go to great lengths to develop an exciting vision, create a realistic strategy, and get employees engaged. But then they just assume the current organizational structure and systems will support the new strategy. Often, it’s just not true.

And structure isn’t just about efficiency, says Lepsinger. A good one enhances accountability, coordination, and communication. Plus, it ensures that decisions are being made as close to the action as possible. These are all key components of getting things done.

A Gap Closer: Hewlett-Packard. When Mark Hurd became CEO of Hewlett-Packard, he was constantly asked if he thought acquiring Compaq was a good idea. His answer? The question is irrelevant. Basically, Hurd said what’s done is done, and his job now was to find a way to make it work. He did just that when he reorganized the company into three divisions, each with its own sales force (with the heads of the divisions responsible for sales). He also reorganized the IT function. Instead of having 85 data centers, he centralized them into three.

“Hurd decentralized the sales force and centralized the IT function of the company,” says Lepsinger. “This is the opposite of the way the company was organized before, and it ensured the organizational structure would be better aligned with the business strategy.”

BRIDGE #3: Employee Involvement in Decision-making

Admittedly, this is a controversial notion. Some leaders view involving employees in decision-making as a sign of weakness. Others fear giving up control. In reality, though, the world is too complex for any leader to go it alone. To make good decisions, you must seek out the perspectives of a wide range of people—and who knows better than employees who the closest-to-the-ground issues are?

“Involving employees in decisions gets them focused on generating solutions to problems rather than complaining or waiting to be told what to do,” notes Lepsinger. “It creates a valuable sense of ownership.”

A Gap Maker: The NBA. When the National Basketball Association (NBA) tried to introduce a new basketball, guess who they forgot to involve in the decision: the players. That’s right. The NBA came up with a new ball design and never once asked the players how they liked it while it was in development. There’s no reasonable explanation for this faux pas. Asking the players would have increased the quality of the ball itself and the acceptance of the “new ball” decision.

continued on page 31
Turner... continued from pg. 14

Real Estate... continued from pg. 2

Largest Tax... continued from pg. 14

Edward Rufus L. Turner, A.I.A., was born in 1933 in Claremont and later formed Architectural Interiors Inc. as a sister organization. Since then they have been part of the growth and evolution of Southern California and the Inland Empire with work done on buildings for banking institutions, medical facilities, schools, universities and colleges as well as commercial, industrial buildings and residences across Southern California.

Edward Rufus Turner, born and raised in Texas, graduated from Texas A&M University with degrees in both architecture and architectural construction. He worked for Millard Sheets in Dallas, Texas and then moved to California to continue working with him on such projects as Home Savings and Loan buildings, Scottish Rite temples and other banks.

When he decided to go on his own, he founded Turner and Associates continuing a tradition of excellence in architecture and interior design—expanding the scope of services to be rendered to include commercial, institutional and residential buildings. It is based on this tradition that they have incorporated the latest technology to the vast experience and collective talent of architects and designers—bringing creative, efficient and cost effective designs.

Miestro Ventures LLC Paid for Industrial Facility

In Riverside, Miestro Ventures LLC paid $2.7 million for 719 Palmryta Avenue, a 70.7k-square-foot ($38/sf) industrial facility on 4.3 acres of land. Miestro purchased the property, built in 1999, as an investment and has leased it out to a single tenant.

Robert Jimenez, Craig Yocum and Robert Albrecht of Delmar Commercial represented the seller, Cousins Ranch Company LLC, in the transaction. Ryan Campbell and Ryan Athens of Grubb & Ellis, along with Tony Naples of Lee & Associates, repped the buyer.

CT Realty Venture Closes on Inland Empire Industrial Buy

CT Realty Investors has acquired the Archibald Business Center, a 231.4k-square-foot, Class A industrial building in Ontario, for $9.5 million ($41/sf). The property was purchased from Bixby Land Co. through a joint venture between CT Realty and Dallas-based Behringer Harvard Opportunity REIT II Inc.

The Ontario property represents CT Realty’s second Inland Empire purchase in as many weeks. CT and Behringer Harvard, in conjunction with additional joint venture partners Westcore Properties Inc. and Pacific Coast Capital Partners, recently acquired the 1.4 msf Cajon Distribution Center in San Bernardino.

Archibald Business Center, continued on page 28

Call Now to join! 1-800-559-1736

Offer Expires: 10/30/2010

The “Special Needs Kids Tax”

This provision of Obamacare imposes a cap on flexible spending accounts (FSAs) of $2500 (Currently, there is no federal government limit). There is one group of FSA owners for whom this new cap will be particularly cruel and onerous: parents of special needs children. There are thousands of families with special needs children in the United States, and many of them use FSAs to pay for special needs education.

Tuition rates at one leading school that teaches special needs children in Washington, D.C. ( National Child Research Center ) can easily exceed $14,000 per year. Under tax rules, FSA dollars can not be used to pay for this type of special needs education.

The HSA (Health Savings Account) Withdrawal Tax Hike.

This provision of Obamacare increases the additional tax on non-medical early withdrawals from an HSA from 10 to 20 percent, disadvantaging them relative to IRAs and other tax-advantaged accounts, which remain at 10 percent.

Third Wave:

The Alternative Minimum Tax (AMT) and Employer Tax Hikes

When Americans prepare to file their tax returns in January of 2011, they’ll be in for a nasty surprise—the AMT won’t be held harmless, and many tax relief provisions will have expired.

The major items include:

The AMT will ensnare over 28 million families, up from 4 million last year. According to the left-leaning Tax Policy Center, Congress’ failure to index the AMT will lead to an explosion of AMT-taxpaying families—rising from 4 million last year to 28.5 million. These families will have to calculate their tax burdens twice, and pay taxes at the higher level. The AMT was created in 1969 to ensnare a handful of taxpayers.

Small business expenses will be slashed and 50% expensing will disappear.

Small businesses can normally expense (rather than slowly-deduct, or “depreciate”) equipment purchases up to $250,000. This will be cut all the way down to $25,000. Larger businesses can currently expense half of their purchases of equipment. In January of 2011, all of it will have to be “depreciated.”

Taxes will be raised on all types of businesses.

There are literally scores of tax hikes on business that will take place. The biggest is the loss of the “research and experimentation tax credit,” but there are many, many others. Combining high marginal tax rates with the loss of this tax relief will cost jobs.

Tax Benefits for Education and Teaching Reduced.

The deduction for tuition... continued on page 36
About The Unforgettables Foundation
For many families, the anguish and heartbreak of a child’s death is accompanied by the additional burden of financial insecurity. The simple truth is that many families are unable to afford a dignified, respectful burial for their beloved child.

The Unforgettables Foundation provides financial assistance to those families with limited resources to help offset the costs of final arrangements.

Currently, the Foundation’s help is granted to families throughout Riverside, San Bernardino and Orange Counties with plans to expand. Requests for aid come from hospitals, social service agencies, and families themselves. Since the creation of the Foundation in 2001, over 1,200 families have been assisted in more than 60 cities in Southern California.

To help, or make contact, please contact The Unforgettables at 951-680-9996 or www.thefununforgettables.com.

Ordinary People Performing EXTRAORDINARY WORK
Kiwanis, through guidance and example, works to develop future generations of leaders. Every day, Kiwanians are revitalizing neighborhoods, organizing youth sports programs, tutoring, building playgrounds, and performing countless other projects to help children and communities.

Riverside-Arlington Kiwanis club meets at 7:00pm every Wednesday morning at Kountry Folks Restaurant on La Sierra. For more information or to be a part of this great organization, please call Mike Stong at (951) 343-0382.

Monday
November 15, 2010
Riverside - Arlington Kiwanis Club
Presents...
Unforgettable Kids Charity Golf Tournament

To benefit:
The Unforgettables Foundation
Because every child is unforgettable...

Invited PGA Star
Tom Pernice Jr.

Victoria Club
Riverside, California

Mike Stong
Tournament Chairman
951-343-0382
mike@stongsurety.com

Tim Evans
The Unforgettables
951-680-9996
info@thefununforgettables.com

THIS IS CALIFORNIA BANKING
CALIFORNIA BANK & TRUST

Your business deserves a bank with smart financial resources, local ties and experienced bankers. California Bank & Trust has banked California businesses for more than 50 years. Our promise is a simple one: we provide our clients with financial expertise, direct access to decision makers ... and deep-rooted relationships.

Call (800) 355-0507 to speak to a banker at the CB&T branch nearest you.
calbanktrust.com

Member FDIC
© 2010 California Bank & Trust
Explore... continued from pg. 1
	numity cable television series that will feature some of the most interesting, exciting and inviting locations in the two-county area. The program – a cooperative effort by multiple cities including Rancho Cucamonga – will allow viewers to see and hear about many of the attractions and amenities available in the Inland Empire. A total of 24 episodes will be produced for the program’s first season, highlighting multiple Inland Empire locations in every episode.

Much of the fresh, unique, man-on-the-street approach for Inland Empire Explorer can be credited to the show’s host, Joel Greene, a television veteran who created and has hosted and produced more than 120 episodes of the nationally syndicated PBS program “Curiosity Quest.” That show began in 2001 as a cable program designed to bring families together through quality entertainment. Inland Empire Explorer may do much of the same for regional residents and visitors as well.

The Rancho Cucamonga Redevelopment Agency (on behalf of the city) became involved in the Inland Empire Explorer project to supplement some of its tourism-related marketing efforts that focus on regional tourism. It is anticipated that the fresh and fluid “hit-the-road” TV format will provide viewers with a glimpse of different local venues and encourage them to get out and explore all that Rancho Cucamonga (and the IE) has to offer.

Filming has already begun for some of the Rancho Cucamonga segments, which will include the Victoria Gardens Regional Town Center, Bass Pro Shops Outdoor World and The Wine Tailor. Other attractions and venues will be added to the roster of Rancho Cucamonga locations, and production activities for these venues will take place in the weeks to come.

The Inland Empire Explorer segments should be completed and aired in early fall, and each episode will be cablecast on every participating community’s local government access channel (Channel 3 in Rancho Cucamonga) so that residents throughout the Inland Empire will be able to view the program. Residents who may not have access to local government channels will still be able to see the Rancho Cucamonga segments on the Redevelopment Agency’s YouTube Channel after airing, and all segments will be made available on the Inland Empire Explorer website following their air dates.

One of the best things about the new Inland Empire Explorer TV program is that residents will be able to see many of the Inland Empire’s sites and sounds that they will also be able to visit in person. And, as viewers will soon see, there are quite a few. So, get ready to tune in and explore your IE world!

1,000 reasons to convert to solar now

Introducing Wells Fargo’s $1,000 solar incentive promotion

Right now, federal and utility incentives can save you as much as 50% on a solar installation. Plus, when you use Wells Fargo home equity financing to purchase a new solar energy system you’ll get even more:

- Up to $1,000 in incentives on any new purchase worth $15,000 or more.
- Interest that may be tax-deductible (ask your tax advisor).
- And reduced energy costs – short- and long-term.

$1,000 says this is the time to get serious about solar

Drop by a Wells Fargo bank location and talk with a banker to find out more.

*Your solar provider can explain the basics of utility rebates and the tax credit program. Residential Solar Investment Tax Credit - RI Code Section 26ED. However, you should consult your tax advisor for detailed questions regarding the federal and utility incentives associated with the solar energy rebate program.

**The promotion consists of $1,000 in incentives that includes a $750 discount (off the total cost of system) from the approved solar energy installer and a $250 principal credit to the home equity account. The promotion is limited to Wells Fargo customers who use a Wells Fargo home equity financing account to purchase a new residential photovoltaic solar energy system worth $15,000 or more before the utility company deduction. The $750 discount will be reflected in the customer’s purchase order. Customer must apply for a home equity financing account between 8/15/2010 and 10/31/2010. Costs associated with installing a residential solar energy system that are eligible for the solar rebate include equipment purchases, labor for installation, and permitting fees. The system must be purchased by 2/28/2011 and the coupon, along with the purchase receipt, must be postmarked by 3/30/2010 to qualify for the $250 principal credit. To receive your $250 principal credit, you must advance at least $15,000 or more from your Wells Fargo home equity account by 2/28/2011. Your principal balance will be credited to the home equity account within approximately 60 days after the account is funded. The home equity account must not be in default. This offer cannot be combined with any other offer. Please see your banker for further details. Limited to one account credit per household. The $250 principal credit may be reported to the IRS as taxable income on a 1099 INT form. © 2010 Wells Fargo Bank, N.A. All rights reserved. Member FDIC. wellsfargo.com
October 2010

Business Journal • PAGE 23

Ontario Airport Hilton Hotel
Casino night to benefit “I Hope” and the Thanksgiving Day gifts program. Prepaid Admission $20.00 | Admission At Door $25.00

5:30 P.M. to 9 P.M.
Ontario Airport Hilton Hotel
Casino night to benefit “I Hope” and the Thanksgiving Day gifts program.

Prepaid Admission $20.00 | Admission At Door $25.00

If you only attend ONE business mixer this year, this is the one!

Are you looking for a LARGE diversity of sharp business owners or business professionals?

Are you tired of cold calling and want to funnel in HOT BLAZING leads?

If you said “YES” to the above, then you must attend!

This event is like no other... We will have tons and tons of business owners and professionals attending this event on October 22nd!

Come join local business organizations for the MEGA MIXER business networking event! Network with business people representing many, many industries and companies in and around Inland Empire and Los Angeles’ area. REN-MEGA MIXER is an opportunity to reach small to large companies, meet new clients and learn how different the REN organization can make your business expand.

What is the REN-MEGA Mixer? The MEGA MIXER is an event where business owners and professionals are representing companies of all industries, offering an array of qualified and professional referrals. It is an opportunity to network with business owners and professionals to explore our core philosophy which is based on real relationship building, integrity, and collaborative partnerships that will stimulate the local community.

Is this event a good fit for my company? We firmly believe that most companies have their place at our events, as networking is the foundation for all business growth.

What will you gain?
• Join local business organizations
• Network with businesses representing hundreds of industries
• Rub shoulders with Inland Empire and Los Angeles’ people to boost your business
• Reach small to large companies
• Meet NEW clients
• Make your business GROW!

Who Should Attend?
• Small to large business owners
• Entrepreneurs
• Independent Consultants
• Business Professionals
• Business Start Ups

For more information:
Call: 909-251-6066
megamixer@referalexchangenetwork.com
www.renmegamixer.com

AM 1510 KSPA
www.AM1510KSPA.com

Financial Logistics—
Having the right bank, at the right time

For 65 years, Community Bank has been a stable partner for California businesses. Among the various industries we serve, distributions have remained an important part of our decades of service.

Community Bank has experience with all facets of distribution—assembly, warehousing, logistics—and we have the expertise and funds to make your loan a reality.

Call me directly at 877-922-2653 and let’s talk about how we can work with you—today.

Dave Malone
President / CEO
cbank.com

For more information:
Corona (951) 808-8940 255 E Babylon St, #212 Corona, CA 92879
Fontana (909) 350-0519 9699 Santa Ana Fontana, CA 92335
Ontario (909) 937-8500 2119 S. Grand Ave, #500 Ontario, CA 91761
Redlands (909) 387-8100 200 S. Citrus Ave Redlands, CA 92373
Lake Elsinore outlet mall donates retail space to nonprofit

Lake Elsinore Outlets has found a creative use for some vacant storefront. The outlet mall is donating it to the Temecula Valley Young Marines, an educational nonprofit for youth with a focus on service.

The group has begun meeting in empty shopping center space for their indoor programs for boys and girls from ages eight through high school. The group, which has 64 members currently and 40 more on a waiting list, has grown out of its previous meeting spaces in Vail Lake Resort and Murrieta Fire Station No. 1.

Retail centers are finding other ways of using vacant space. Shopping centers around the country have been bringing in a broader mix of tenants, such as doctor’s offices and other service-related businesses, or call centers.

Retailers, too, are taking advantage of recession-level rents, snapping up temporary space for a growing number of “pop-up” stores. Toys R Us is opening 600 temporary express stores around the country this holiday season. On a smaller scale, the Wet Seal is testing a new denim-focused store concept with a pop-up store called Blink in Riverside’s Galleria at Tyler.

Young Marines’ members come from Temecula, Menifee, Hemet, Canyon Lake and other Inland locales and perform more than 300 hours of volunteer service each year.

Stephanie Guiles, adjutant for the Young Marines, said the group is “thrilled” to have the space. “This indoor space with our outside field training area in De Luz gives us the opportunity to keep a well balanced program,” Guiles said in a news release.

Emergency...

Continued from pg. 1

County. “We will help put more of our county’s residents to work by providing training that will not only help people develop new skills, but will also empower businesses to grow with a better skilled workforce.”

Implemented by the county’s Workforce Development Department, this program reimburses participating employers from 50 to 90 percent of the wages paid for an agreed upon period during the time an employee is trained in a new job. Job seekers need to be San Bernardino County residents and enrolled at one of the county’s three Employment Resource Centers, located in Rancho Cucamonga, San Bernardino and Hesperia. Employers can contact the Employment Resource Center by calling (800) 451-JOBS.

Jon Novack, co-owner of Patton Sales Corporation in Ontario, participated in last year’s on-the-job training program. At the time, he and busi...
### Interconnect/Telecommunications Firms Serving the Inland Empire

** Ranked by Number of Employees in the Inland Empire **

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Employees</th>
<th>Year Established in Inland Empire</th>
<th>Offices: Inland Empire Companywide</th>
<th>Major Brands Carried</th>
<th>Top Local Executive</th>
<th>Phone/Fax E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verizon</td>
<td>2,600</td>
<td>1952</td>
<td>5</td>
<td>Adtran, Alcatel-Lucent, Cisco, Nortel</td>
<td>na</td>
<td>(800) 201-1452 <a href="http://www.verizon.com/business">www.verizon.com/business</a></td>
</tr>
<tr>
<td>Charter Business</td>
<td>78</td>
<td>2</td>
<td>Most Major Brands</td>
<td></td>
<td>Chris Riggs</td>
<td>(951) 675-5916 <a href="mailto:chris.riggs@charter.com">chris.riggs@charter.com</a></td>
</tr>
<tr>
<td>TW Telecom</td>
<td>26</td>
<td>1993</td>
<td>4</td>
<td>WND</td>
<td>Dan Cross</td>
<td>(909) 605-5734/5736 <a href="http://www.twtelecom.com">www.twtelecom.com</a></td>
</tr>
<tr>
<td>Edison Carrier Solutions</td>
<td>25</td>
<td>1999</td>
<td>1</td>
<td>SSONET, Managed Wavelength, Dark Fiber, Cell Site Backbone, and Wireless Site Development</td>
<td>Lisa Swenerton</td>
<td>(626) 543-8156 <a href="http://www.edisonconnect.com">www.edisonconnect.com</a></td>
</tr>
<tr>
<td>Accent Computer Solutions Inc.</td>
<td>24</td>
<td>1995</td>
<td>2</td>
<td>VoIP, Toshiba, Cisco</td>
<td>Marty Kaufman</td>
<td>(909) 483-4368/4376 <a href="mailto:info@teamaccent.com">info@teamaccent.com</a></td>
</tr>
<tr>
<td>Estenda Communications, Inc.</td>
<td>20</td>
<td>1970</td>
<td>2</td>
<td>VoIP, MyIntel, Samsung</td>
<td>Russell Schmidt</td>
<td>(800) 640-2411/8181/785-6623 <a href="mailto:cs@teamestenda.com">cs@teamestenda.com</a></td>
</tr>
<tr>
<td>Phone Systems Plus</td>
<td>12</td>
<td>1986</td>
<td>2</td>
<td>NEC, Microsoft, Novell</td>
<td>Ron Kohl</td>
<td>(888) 552-2600 <a href="http://www.psplus.com">www.psplus.com</a></td>
</tr>
<tr>
<td>Triton Communications, Inc.</td>
<td>12</td>
<td>1982</td>
<td>1</td>
<td>NEC</td>
<td>Vito M. Tasselli</td>
<td>(909) 594-5895/282-2832 <a href="mailto:vito@tirontcom.com">vito@tirontcom.com</a></td>
</tr>
<tr>
<td>Inter-Tel Technologies, a Mitel Co.</td>
<td>2</td>
<td>1982</td>
<td>0</td>
<td>Inter-Tel, AvT, Active Voice, Mitel</td>
<td>Ross Jones</td>
<td>(714) 283-1600/283-2600 <a href="http://www.mitel.com">www.mitel.com</a></td>
</tr>
<tr>
<td>University Communications</td>
<td>2</td>
<td>1985</td>
<td>1</td>
<td>AT&amp;T, Lucent, Nortel, Nortel</td>
<td>Dale Molina</td>
<td>(800) 244-2217/797-7198 <a href="mailto:gmolina@verizon.net">gmolina@verizon.net</a></td>
</tr>
<tr>
<td>Quest Communications Int'l</td>
<td>2</td>
<td>1986</td>
<td>WND</td>
<td>Cisco, Nortel, Juniper</td>
<td>John Couplin</td>
<td>(213) 781-6003 <a href="mailto:john.couplin@quest.com">john.couplin@quest.com</a></td>
</tr>
</tbody>
</table>

** Notes:**
- N/A = Not Applicable
- WND = Would not Disclose
- na = not available
- The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Jonathan Siu. Copyright 2010 by IEB.
An Unlikely New Business Buzzword: It’s Time to Stop Obsessing Over Numbers and Start Nourishing—Yes, Nourishing—Your Culture

So your employees are in a funk and you can’t seem to pull them out of it? According to best-selling author Jon Gordon, whose new book, “Soup,” has just hit the bookstores, you’re focused on the wrong things. By building engaged relationships, you can revitalize your company culture and build a winning team.

Despite all the hopeful talk of “recovery,” it seems clear that Corporate America is stuck in the recession muck and can’t pull itself out. We’re trying to survive the “new normal”—working twice as hard for the same (or worse) results—and at many companies, the anxiety is almost palpable. Yes, employees are in a funk and, not surprisingly, their performance is suffering. Most managers get the connection. But we’re so busy racing through the day we can’t slow down to worry about little things like how employees feel.

And that, says best-selling author Jon Gordon, is the heart of the problem. How employees feel collectively adds up to culture, and culture isn’t a “little thing” at all. It’s what will ultimately pull your company out of its slump—or not.

“Here’s what happened,” explains Gordon, author of “Soup: A Recipe to Nourish Your Team and Culture.” “For years, managers were focused on the numbers, and the numbers were good. So morale was up and everyone was happy. But then the recession hit and the numbers went down. Well, when you’re focused on numbers and they’re going down, morale also goes down. So does engagement—and so does performance.

“This has thrown managers into a quandary,” he adds. “They’ve always led by the numbers, and it’s not working anymore. Trying to meet the same numbers and not succeeding only creates fear. They need to change their leadership focus, and most of them don’t know where to begin.”

The new focus, explains Gordon, should be on culture. It should be on purpose and morale and loyalty. And all of that boils down to two words: engaged relationships.

“Engaged relationships are interactive, collaborative, and meaningful,” he says. “They are also essential: To effectively lead, coach, work with, or live with someone, you must truly know and have a strong bond with them. No matter how busy you are, you’re not too busy to create these bonds. You can’t afford to be that busy.”

Jon Gordon offers a few key insights on building engaged relationships:

- **Busyness and stress are a manager’s two worst enemies.** They sabotage our efforts to build engaged relationships. With projects to complete, to-do lists to accomplish, goals to hit, and outcomes to achieve, life can feel like we are on a runaway bus in the movie “Speed,” says Gordon. We’re driving through life at 100 miles per hour and instead of taking the time to get people on our bus, we run them over. We become so focused on creating success that we don’t make the time to develop the relationships that lead to true success.

- “In times of busyness and stress the brain goes into survival mode and we stop thinking about serving other people, mentoring them, and helping them thrive,” he says. “This is where we drop the ball. Just when we need to be the most engaging, we become the least engaging. What our employees need the most, we’re delivering the least. And so the problems grow and multiply. It’s a perpetuum cycle.”

- **Where there’s a void in communication, negativity fills it.** Recovery or no recovery, these are uncertain times. Employees are wondering what’s going to happen next, whether their job will be impacted, what action to take. That uncertainty creates a void. Unless you, the manager, fill the void with clear and positive communication, people will assume the worst. Fear and negativity will creep in and dominate their thoughts, behaviors, and actions.

“The number one thing a manager can do during times of uncertainty is to communicate,” asserts Gordon. “Communicate with transparency, authenticity, and clarity. Even when the news is not so positive, you can communicate it positively. Tell the truth, give them a plan, and help them believe, ‘Hey, we can turn this thing around.’ Optimism is a competitive advantage right now, and you need to convey it in all you say and do.

- **Employees need nourishment in order to thrive.** These may seem like strange words to apply to the workplace. But Gordon insists they are spot on. He says the main question every employee in every organization wants to know is, “Do you care about me; can I trust you?” If your answer is yes, they will be more likely to stay on the bus and work with you. Employees who feel cared for, honored, and nourished are more engaged in what they’re doing and will work at their highest potential.

“Learn to view your employees like a family—a functional family,” he clarifies. “This will change the way you treat them. You’ll see them as people who deserve your respect and love and who require communication, transparency, and authenticity from you. You want to be someone they can trust, and therefore you take the actions necessary to earn it.”

Admittedly, all of this talk of engaged relationships and nourishment sounds appealing. But can any self-respecting manager really ignore the numbers?

Well, no, says Gordon. Of course you’ll still measure the numbers. They are, after all, the indicators of success in your business. Just measure them knowing they are simply byproducts of your culture, leadership, morale, employee engagement, and ability to execute.

“Remind yourself every day that it’s not the numbers that drive people, but people and relationships that drive numbers,” he says. “Leaders get so busy trying to achieve success that they forget to take the time to develop the relationships that lead to success. But trying to build a winning team without great relationships is like trying to build a house on sand. It won’t stand. Relationships are the rock that creates the founda—

continued on page 39
A $20,000 grant from a Federal Home Loan Bank was donated to a Coachella-based nonprofit group, Rancho Housing Alliance.

Rancho Housing Alliance helps families in the Coachella area by providing shelter to or services to help make their homes safer.

For more information about Rancho Housing Alliance visit www.dace-rancho.org/Rancho_Housing.htm

Cathedral City Chamber of Commerce held a successful business chamber mixer. The mixer is for local businesses to get to communicate with the chamber on a personal business level—keeping the local Cathedral City businesses strong!

For more information about Cathedral City Chamber of Commerce visit www.cathedralcitycc.com

Beaumont Chamber of Commerce held its annual State of the City Beautification Award ceremony.

Beautification award recipients were Highland Springs Medical Plaza, The Bank of Hemet, Fox Cineplex, The Haven Coffee House, Rio Ranch Market, and Edward-Dean Museum and Gardens.

For more information about Beaumont Chamber of Commerce visit www.beaumontchamber.com

Variety, The Children’s Charity of the Desert, the Palm Desert-based group that benefits underprivileged and special needs children in the Coachella Valley presented a $4,000 custom-made tricycle to 6-year-old Keith Ashmore.

For more information about Variety, The Children’s Charity of the Desert visit www.varietychildrenscharity.org
Real Estate...
continued from pg. 20

located at 2021 S. Archibald Avenue, just north of Highway 60 near Ontario International Airport, features 25k square feet of corporate office space and 206.5k square feet of distribution/warehouse space. The building is 100 percent occupied by SKECHERS USA Inc.

The SKECHERS lease expires December 2011. Once SKECHERS relocates to its new 1.8 msf Inland Empire campus scheduled to be completed in the summer of 2011, CT plans to market the property for sale or lease to a new tenant looking for a high-profile corporate/regional headquarters with distribution or manufacturing capacity in one convenient location.

According to James “Watty” Watson, chief executive officer of Aliso Viejo-based CT, Archibald Business Center represents the latest acquisition for the firm in the rebounding Inland Empire marketplace. Over the past few months, the company has purchased six other industrial properties throughout the Inland Empire in the cities of Riverside, Moreno Valley, Chino and San Bernardino.

“Historically, this region has been a dynamic real estate market with a deep talent pool, and we believe the area is poised for a renewal of that growth and energy,” said Carter Ewing, CT’s director of acquisitions. “From an investment standpoint, Archibald Business Center features an outstanding location at a great basis well below replacement cost levels.”

CT Realty Investors provided equity financing for the joint venture acquisition through the company’s own CT California Fund VI. Behringer Harvard invested through its Behringer Harvard Opportunity Fund II REIT. CT Realty represented itself and Behringer Harvard in the transaction. The seller was represented by Rick John with

continued on page 34

Do you know a child with orthopaedic or burn disabilities?

Shriners Hospitals for Children can help.

A no cost pre-admission screening clinic will be held on October 16, 2010 to identify children who can benefit from the expert orthopaedic and burn care at Shriners Hospital for Children - Los Angeles

We offer treatment to any child under the age of 18 for the following at no charge

- Athrogryposis
- Burn reconstruction
- Cleft Lip and Palate
- Clubfoot and related deformities
- Dislocated hip
- Fractures (non-emergency)
- Amputation or deficiencies of the limbs
- Hip disorders

- Leg-length discrepancies
- Orthopaedic sports injuries
- Osteogenesis imperfecta
- Problems related to:
  - Cerebral palsy
  - Spina bifida
- Scoliosis and spinal deformities

Clinic Information:
Location: Access California
2180 West Crescent Ave, Anaheim, CA

Date: October 16, 2010
Time: 9 AM to 12 noon

Since opening in 1952, Shriners Hospitals for Children-Los Angeles has provided quality orthopaedic and post-burn treatment for over 40,000 children all-free of charge. Located at 3160 Geneva Street, Los Angeles, the 60 bed facility serves patients in the Southern California, Arizona, Southern Nevada, New Mexico and Mexico and is one of 22 Shriners Hospital throughout North America. The Los Angeles Shriners Hospital accepts and treats children with routine and complex orthopaedic problems or burn scarring, utilizing the latest treatments and technologies absolutely free of charge.
2010 California-China Trade and Investment Conference on October 21st, Downtown Marriott in Los Angeles

Doing business with China has changed in the past year. This conference will provide valuable insider information to the business owner on how to profit in China in the current economic climate of 2010. Expert speakers from a wide variety of trade sectors will go to the core of successful business in China with how-we-did-it case histories of California companies finding success in China.

The U.S. Commercial Service will provide case histories of how they have provided valuable services to build successful US-China trade relationships. This is an excellent opportunity to make personal connections with Southern California Chinese business owners and other California leaders exporting to China. Sectors include export and brand development case histories in cosmetics, energy transmission, IT, computer software, finance, new tax and accounting regulations and others. The conference will showcase senior government officials from both nations, and a roster of notables. Featured speakers invited include:

- William Zarit, Minister Counselor, Commercial Affairs, US Embassy, Beijing, and Consulate General of the PRC (LA) BYD USA (electric cars), NAROS (Andrew Pan), ExIm Bank, KPMG, Edward Nixon, NBA China and others.

Enjoy presentations from a dozen experts in their field of specialty. Learn how the US government can help you find partners in China, attract Chinese investment into California, provide financing and guidance for California exports to achieve success in the world’s fastest growing market.

For more information contact: Patrick D. Mulcahy, chairman, California-China Conference (714) 424-9999; pdmulcahy@gmail.com, or Hud Warren, Sponsorship Committee Chair, (310) 984-6996 HudWarren@ChinaWestllc.com

When Planning Your 2011 Advertising Budget, Consider...

THE INLAND EMPIRE BUSINESS JOURNAL

For Advertising Information Call (909) 605-8800 or visit www.busjournal.com

Long Distance Companies Serving the Inland Empire

Listed Alphabetically

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th># Employees</th>
<th># Offices</th>
<th>Local Contacts</th>
<th>Service Area/Calling Areas</th>
<th>Local Address</th>
<th>Top Local Executive</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT&amp;T</td>
<td>1150 S. Olive St, Los Angeles, CA 90015</td>
<td>n/a</td>
<td>(800) 288-2020</td>
<td>Nationwide 1375 Camino Real, Ste. 120</td>
<td>San Bernardino, CA 92408</td>
<td>(909) 884-7861</td>
<td>Denita Willoughby</td>
<td>Vice President</td>
<td>(909) 884-7861</td>
<td><a href="http://www.att.com">www.att.com</a></td>
</tr>
<tr>
<td>Charter Business</td>
<td>6800 Via Park Ct., Riverside, CA 92503</td>
<td>78</td>
<td>(951) 675-5916</td>
<td>Nationwide 10768 Foothill Blvd.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(951) 675-5916</td>
<td>Chris Riggs</td>
<td>Account Executive</td>
<td>(951) 675-5916</td>
<td><a href="mailto:chris.riggs@chartercom.com">chris.riggs@chartercom.com</a></td>
</tr>
<tr>
<td>TelePacific Communications</td>
<td>315 S. Flower St, Los Angeles, CA 90071</td>
<td>57</td>
<td>(909) 945-8180</td>
<td>L.A., Orange, Riverside, San Bernardino, San Diego Counties 9166 Anaheim Place, Ste. 100</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>(909) 945-8180</td>
<td>Shawn McDermit</td>
<td>GM</td>
<td>(909) 945-8218/849825</td>
<td></td>
</tr>
<tr>
<td>Verizon</td>
<td>140 W. St, New York, NY 10007</td>
<td>n/a</td>
<td>(800) 201-1452</td>
<td>Nationwide 1501 Sand Canyon Ave.</td>
<td>Irvine, CA 92618</td>
<td>(800) 43-2000</td>
<td></td>
<td></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 the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to The Inland Empire Business Journal, P.O. Box 3779, Rancho Cucamonga, CA 91729-3779. Researched by Nina DeMasi. Copyright 2009 by IEBJ.
## Copier, Fax and Business Equipment Retailers in the Inland Empire

**Ranked by Sales Volume 2008**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>LE. Sales Volume 2008</th>
<th>Offices (IE) Companywide</th>
<th>Employees (IE) Companywide</th>
<th>Products/ Lines</th>
<th>Top Local Exec.</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>So Cal Office Technologies</td>
<td>8377 Haven Ave., Ste. 110 Rancho Cucamonga, CA 91730</td>
<td>$25 million</td>
<td>17</td>
<td>40</td>
<td>Sharp Copiers, Fax, Color Copiers, Xerox High Volume Copiers, HP Printers</td>
<td>Scott Crain</td>
<td>Vice President, Sales</td>
<td>(800) 769-2679/909-476-2406</td>
<td></td>
</tr>
<tr>
<td>IKON Office Solutions, South, Calif.</td>
<td>20414 Corporate Center Dr, Rancho Cucamonga, CA 92374</td>
<td>$22.5 million</td>
<td>17</td>
<td>95</td>
<td>Copiers, Fax, High Volume Duplicators, Color Graphics, Networking Specialists, Lg. Format, Canon, Ricoh, Sharp, Oce, Xerox</td>
<td>Bruce Fieson</td>
<td>Vice President, Sales</td>
<td>(909) 796-5080/796-5063</td>
<td></td>
</tr>
<tr>
<td>Konica Minolta Business Systems</td>
<td>1055 E. Bear Rd., Ste. 120 San Bernardino, CA 92408</td>
<td>$20.7 million</td>
<td>2</td>
<td>84</td>
<td>Konica Minolta Digital Solutions, Black, White &amp; Color</td>
<td>Linda Turner</td>
<td>Branch General Manager</td>
<td>(909) 824-2005/884-1419</td>
<td><a href="mailto:lturner@kmbs.konicaminolta.us">lturner@kmbs.konicaminolta.us</a></td>
</tr>
<tr>
<td>Burtionics Business Systems</td>
<td>216 S. Arrowhead Ave, San Bernardino, CA 92408</td>
<td>$10 million</td>
<td>1</td>
<td>50</td>
<td>Konica, Ricoh, Riso, Hi-speed Duplicators, Wide Format Copiers, Networking Specialist, Minolta Laser</td>
<td>Thomas N. Thompson</td>
<td>President</td>
<td>(909) 885-7576/988-2124</td>
<td><a href="mailto:veronica.chavez@burtionics.com">veronica.chavez@burtionics.com</a></td>
</tr>
<tr>
<td>Select Office Solutions</td>
<td>6229 Santos Diaz St. Irwindale, CA 91702</td>
<td>$10 million</td>
<td>3</td>
<td>30</td>
<td>Konica Digital Software Solutions</td>
<td>Guy Adams</td>
<td>Sales Manager</td>
<td>(626) 334-0383/969-4421</td>
<td><a href="mailto:frank@selectnow.com">frank@selectnow.com</a></td>
</tr>
<tr>
<td>National Ram Business Systems, Inc.</td>
<td>9849 Rose Ave. Montclair, CA 91763</td>
<td>$6.7 million</td>
<td>2</td>
<td>32</td>
<td>Kyocera, Digital Copiers, Hewlett Packard Printers</td>
<td>Roland Martinez, Jr.</td>
<td>CEO</td>
<td>(909) 621-9543/621-2891</td>
<td><a href="mailto:rtjmartin@rubysbusiness.com">rtjmartin@rubysbusiness.com</a></td>
</tr>
<tr>
<td>Advanced Copy Systems, Inc.</td>
<td>571 E. Rollands Blvd. San Bernardino, CA 92408</td>
<td>$5+ million</td>
<td>23</td>
<td>23</td>
<td>Authorized Sharp Copiers Fax, Network Printers</td>
<td>Walter G. Ferguson</td>
<td>President</td>
<td>(909) 442-5333/909-384-3062</td>
<td><a href="mailto:walter@acsi.net">walter@acsi.net</a></td>
</tr>
<tr>
<td>Desert Business Machines, Inc.</td>
<td>42-471 Ritter Circle Palm Desert, CA 92261</td>
<td>$2.4 million</td>
<td>2</td>
<td>22</td>
<td>Savin, Mita Copiers, Xerox, Fax, Lexmark Printers &amp; Toner Cartridges, Neopost Mailing Equipment, Computers &amp; Networks</td>
<td>Bob Solomon</td>
<td>President</td>
<td>(760) 346-1124/346-1944</td>
<td><a href="mailto:info@desertbusiness.com">info@desertbusiness.com</a></td>
</tr>
<tr>
<td>Integrated Business Solutions**</td>
<td>8926 Benson Ave. Ste 5 Montclair, CA</td>
<td>WND</td>
<td>5</td>
<td>2</td>
<td>Digital Copiers &amp; Fax Machines</td>
<td>Russell Varing</td>
<td>President</td>
<td>(866) 204-8021/909-920-0166</td>
<td><a href="mailto:rvsol@rvaring.com">rvsol@rvaring.com</a></td>
</tr>
<tr>
<td>Office Depot</td>
<td>300-B Tyler St. Riverside, CA 92504</td>
<td>WND</td>
<td>12</td>
<td>23</td>
<td>Xerox Copiers &amp; Printers, Canon Fax, Copiers &amp; Printers, Brother Fax &amp; Printers</td>
<td>Roger Ampraran</td>
<td>District Manager</td>
<td>(951) 343-2700/585-672-2181</td>
<td>ramlraperan@office depot.com</td>
</tr>
<tr>
<td>Reliable Office Solutions</td>
<td>3370 14th St. Riverside, CA 92501</td>
<td>WND</td>
<td>23</td>
<td>23</td>
<td>Canon, Ricoh, Savin, Okidata, Brother, Xerox, Desty-Nitch, Computer Supplies</td>
<td>Jeff Edelman</td>
<td>President</td>
<td>(951) 682-8000/024-0110</td>
<td><a href="mailto:jeff@reliable-off.com">jeff@reliable-off.com</a></td>
</tr>
<tr>
<td>Toshiba Business Solutions</td>
<td>3241 E. Garey Rd., Ste. 500 Ontario, CA 91761</td>
<td>WND</td>
<td>1</td>
<td>45</td>
<td>Authorized Toshiba Dealer</td>
<td>Jeff Payne</td>
<td>Branch Sales Manager</td>
<td>(909) 390-1421/390-6280</td>
<td></td>
</tr>
</tbody>
</table>
Instead, the NBA ended up with a ball that players refused to use because they felt it was difficult to handle when it was damp and it would actually cut their fingers. Because of the player backlash, the NBA had to scrap its “improved” model and go back to the ball the players preferred—the one they have been using for decades.

“This anecdote is a glaring example of why it is important to involve people whose support you need to execute decisions that affect them,” says Lepsinger.

**BRIDGE #4: Alignment Between Leader Actions and Company Values and Priorities**

No company should ever have two sets of values and expectations: one for the leader(s) and one for the employees. When leaders say one thing and do another, business suffers. Of course, we all know that leader behavior is relevant. Still, it might surprise you to learn exactly how much execution depends on how consistent your behavior is with organizational values and priorities.

One, if you’re a leader, employees pattern their behavior after yours. Two, if how you behave signifies that “we are all in this together,” people are more likely to be motivated and go the proverbial extra mile. When you expect employees to behave a certain way (such as better serving the customer or minimizing waste) or ask employees to focus on certain priorities (like cost containment or innovation), you’d better do the same.


Gap Makers: TARP Bailout-Seeking Auto Executives. The CEOs of General Motors, Ford, and Chrysler shocked members of Congress and the American people when they used private jets to travel to Washington, DC, for a hearing. After all, the purpose of the trip was to ask for government assistance to help their companies get through the worst recession in U.S. history and the worst market for car sales in the history of their industry.

“Behavior so inconsistent with what was being described as a crisis is an example of how the automotive executives helped create the problem they now found themselves in,” notes Lepsinger. “It aimed a 10,000-megawatt spotlight on their lack of awareness of the connection between their behavior and the situation at hand.”

**BRIDGE #5: Company-wide Coordination and Cooperation**

Most employees have good intentions. They want to cooperate with colleagues and coworkers. (Who is going to consciously sabotage their own livelihood?) Yet, ensuring that decisions and actions are coordinated across organizational boundaries requires more than...
Mingling... continued from pg. 44
has been used as an asylum, a
military headquarters and a hospit-
alis and is home to artist Jose
Clemente Orozco’s mural “The
Man of Fire.” The institute can
host up to 1,000 auditorium
style. Its halls offer space for
cocktail parties and receptions.

“The building is historic—
one of the most important sym-
bols of Guadalajara,” says Karla
Petersen, business intelligence
manager for the Guadalajara
CVE. “Groups can organize cul-
tural shows, fashion shows, din-
ers—all types of events.”

Another historic spot for
groups is mid 1800s-era Teatro
degollado, at present the head-
quarters for Jalisco’s Philharmonic Orchestra.

Many haciendas in the area
are also available to groups,
including the century-old
Hacienda La Madgadena, located
about 20 minutes from the
city and available for groups of
up to 1,000, as well as Villa del
Ensueno in the artisan village of
Tlajepaque. Groups can tour
artist studios in the village and
organize workshops in produc-
tion of stained glass, papier
mache, ceramics and other dis-
ciplines. The hacienda can host
events of up to 120 people.

Mundo Cuervo is the most
popular venue for groups along
the Ruta del Tequila, including
an open-air theater for up to
1,000 and numerous courtyards
and patios. Groups can tour the
gave fields by foot or on horse-
back, organize tequila tastings
and host dinners and banquets.

Another option is to book a tour
on the Tequila Express from
Guadalajara to the municipality
of Amatitán, where Herradura
Tequila is located. Situated at
the foothills of Sierra Madre
Oriental, Monterrey is one of
Mexico’s main industrial and
business centers. For groups,
Fundidora Park, located on land
once owned by the iron and
steel company Fundidora de
Fierro y Acero de Monterrey,
offers off-site space, including
options in its Blast Furnace No.

New and Noteworthy
In honor of this year’s bicentennial
celebrations, many of Mexico’s interior
cities are sporting new hotels, conven-
tion centers and attractions.

The latest to open is the Business
Convention Center of Queretaro, offer-
ing 96,000 square feet of exhibition
space and 43,300 square feet of meeting
space, with a total capacity for over
9,600 people.

Earlier this year, the Centro
Convenciones Puebla, Puebla’s new
convention center, made its debut with
10,000 square feet of space. Last year,
Zacatecas introduced its own conven-
tion center, Zacatecas Convention
Palace.

Guadalajara is leading the charge
with additional hotels and construction.
More than 2,000 new hotel rooms are
dated for the city, many in preparation
for the Pan American Games 2011, to
be held in Guadalajara.

Included are the hotels that opened
this year, such as the 204-room Hotel
Mexico Plaza. Slated to open by the
day of 2010 or early next year are the 232-
room Westin Expo Guadalajara and the
550 room Riu Torre Lopez. More
other new hotels on the books for next
year include the 100-room Holiday Inn
Express. Other properties under con-
struction include the 100-room Hotel
Fiesta Inn Galerias, a 100-room
Candlewood property and the 300-room
Hotel JVC, Jorge Vergara Cabrera.

In Mexico City, the ST. Regis
Mexico City opened last year with 189
guest rooms and more than 13,500
square feet of meeting space. Hotel
Brick, a boutique hotel in the historic La
Roma area, opened in April with a small
meeting group. Grupo Habita’s Distrito
Capital opened last year with 30 guest
rooms and a conference center for up to
15 people. Meanwhile, the Sheraton
Centro Historico was recently trans-
formed into the Hilton Mexico City
Reforma.

Fiesta Inn Monterrey Tecnologico
recently opened next to the Tecnologico
de Monterrey (ITESM). It offers 201
guest rooms and meeting space for up to
1,000 people. Earlier this year, Chihuahua
debut The Ibis Hotel, with 126 guest
rooms. In 2011, San Miguel de Allende
Rosewood is slated to open with 67
guest rooms, private residences and a
spa.

Pintos & Xocolate was unveiled last
November in Merida. Once made up of
two colonial mansions, the building fea-
tures 14 guest rooms and three suites.
There is a library that can be used as a
conference room for 20 people.

Meanwhile, the Casa Grande
Morelia is slated to open this year, and a
Fiesta Inn hotel is being constructed in
Zacatecas.

-Marlene Goldman

CVR Contacts
Chihehua CVB
011.52.414.459.3200
www.chihuahua.gob.mx

Guadalajara CVB
011.52.335.107.541
www.guadalajarahosped.com

Guatemala State Tourism
Office
011.52.473.730.069
www.guatemala.gob.gt

Hunan State Tourism Office
011.52.442.294.1201
www.maconaesgotran.com

Mexico City Tourism
011.52.495.103.200
www.mexcitytourism.gob.mx

Mexico Tourism Board
099.446.3942
www.visitmexico.com

Monterrey CVB
011.52.473.651.6721
www.visitmexico.com

Nayarit State Tourism Office
011.52.442.364.1001
www.visitmexico.com

Oaxaca CVB
011.52.495.103.200
www.turismo.oaxaca.gob.mx

Puebla CVB
011.52.229.242.2546
www.pueblaexperiencia.com

San Miguel de Allende
011.52.415.152.0900
www.valenciacalma.com

Yucatan Convention Bureau
011.52.396.942.1560
www.yucatan.travel

Yucatan CVB
011.52.473.730.069
www.guatemala.gob.gt

Zacatecas CVB
011.52.495.103.200
www.turismozunaca.gob.mx

3 and Lewis Building. Another location for groups is 16th cen-
tury El Obispado, or the Bishop’s Palace, located in the hills
of Monterrey and now a state museum. Other museums for off-site
events include Museo del Acero (steel), Museo del Vidrio (glass)
and MARCO, a contemporary art museum. The Monterrey areas
natural attractions include the Garcia Caves, where groups can
cost events such as a dinner party 2,460 feet underground in
a location over 50 million years old. For groups heading to the
historic town of Puebla, the city’s myriad museums are also avail-
able, including the Santa Monica Museum of Religious Art and
the Amapuro Museum of Mexican Art, with space for up to 200.
Convention dinners featuring local Puebla cuisine or receptions
replete with mariachi music are often held on some of the colo-
nial patios of the city. Locations include the patio of the former
convent of Santa Rosa, the patio of the San Pedro Art Museum
and the patio of the Casa de la Cultura. Chihuahua offers a num-er of historic venues, such as the 19th century Government
Palace, which contains a shrine commemorating Miguel Hidalgo
y Costilla, considered the father of the country. The first and sec-
ond floors are covered with murals and the whole venue is avail-
able for cocktail receptions. The Centro Cultural Quinta Gameros
was originally built in 1910 by mine owner Don Manuel Gameros
as a mansion for his fiance and once served as headquarters
for Pancho Villa. Today it hosts cultural events and exhibitions,
and can also accommodate groups in its garden for dinners or cock-
tails. Most attendees take a side trip to the region’s most notable
attraction, the Copper Canyon, via a 95-mile train ride on the
Chihuahua al Pacifico Railroad, with stops in remote villages
along the way. One of Mexico’s most visited colonial cities, San
Miguel de Allende, offers groups the Bellas Artes building,
which was originally constructed in the 18th century as the clois-
ter area of the Convent of the Immaculate Conception. In
Morelia, Casa de la Cultura is also the home of the Michoacan
Institute of Culture, set in a historic monastery. The complex,
which can host events, was restored and converted to its present
function starting in 1977 with art workshops, exhibition halls,
auditoriums and a mask museum. Oaxaca opens many of its
museums and historic buildings to groups. Venues include the
Santo Domingo Temple, which can host dinners, as well as the
Government Palace and Macedonio Alcala Theater. In
Yucatan, Merida boasts a wealth of cultural off-sites. The
Museum of Contemporary Art Yucatan has exhibition space for
cocktail receptions in the interior garden.

La Quinta Montes Molina is one of Merida's historic houses,
built in the beginning of the 20th century for then President
Porfirio Diaz. The gardens accommodate 1,200 people for sit-
down dinners and 1,500 people for receptions.
### 2010 Editorial Schedule

<table>
<thead>
<tr>
<th>December</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Institutions (3rd Quarter, '10)</td>
<td>Retail Sales</td>
</tr>
<tr>
<td>Top Ten Southern California Resorts</td>
<td>Industrial Real Estate</td>
</tr>
<tr>
<td>Temporary Placement Agencies</td>
<td>Commercial R.E. / Office Parks</td>
</tr>
<tr>
<td>Health Care</td>
<td>Educational Services Directory</td>
</tr>
<tr>
<td>Professional Services Directory</td>
<td>Human Resources Guide</td>
</tr>
<tr>
<td></td>
<td>Building and Development</td>
</tr>
<tr>
<td></td>
<td>New Communities</td>
</tr>
<tr>
<td></td>
<td>Title Companies</td>
</tr>
<tr>
<td></td>
<td>Commercial R.E. Development Projects</td>
</tr>
<tr>
<td></td>
<td>Commercial R.E. Brokers</td>
</tr>
<tr>
<td></td>
<td>Fastest Growing I.E. Companies</td>
</tr>
<tr>
<td></td>
<td>Mortgage Companies</td>
</tr>
<tr>
<td></td>
<td>2011 “Book of Lists”</td>
</tr>
<tr>
<td></td>
<td>Business Brokerage Firms</td>
</tr>
</tbody>
</table>

### 2011 Editorial Schedule

<table>
<thead>
<tr>
<th>December</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Institutions (3rd Quarter, '11)</td>
<td>Retail Sales</td>
</tr>
<tr>
<td>Top Ten Southern California Resorts</td>
<td>Industrial Real Estate</td>
</tr>
<tr>
<td>Temporary Placement Agencies</td>
<td>Commercial R.E. / Office Parks</td>
</tr>
<tr>
<td>Health Care</td>
<td>Educational Services Directory</td>
</tr>
<tr>
<td>Professional Services Directory</td>
<td>Human Resources Guide</td>
</tr>
<tr>
<td></td>
<td>Building and Development</td>
</tr>
<tr>
<td></td>
<td>New Communities</td>
</tr>
<tr>
<td></td>
<td>Title Companies</td>
</tr>
<tr>
<td></td>
<td>Commercial R.E. Development Projects</td>
</tr>
<tr>
<td></td>
<td>Commercial R.E. Brokers</td>
</tr>
<tr>
<td></td>
<td>Fastest Growing I.E. Companies</td>
</tr>
<tr>
<td></td>
<td>Mortgage Companies</td>
</tr>
<tr>
<td></td>
<td>2012 “Book of Lists”</td>
</tr>
<tr>
<td></td>
<td>Business Brokerage Firms</td>
</tr>
</tbody>
</table>
Collins Commercial.

Seller Shapes Up L.A. Fitness Property Before Selling for $8.8 Mil

A 45,624-square-foot Lake Elsinore retail property occupied by L.A. Fitness traded hands in a recent $8.8 million ($193/sf) deal. The property, acquired by a Villa Park, CA-based private trust, is located at 18550 Dexter Avenue, south of Central Avenue on the east side of I-15.

Built in 2007, the center is situated on 4.27 acres and features full frontage and visibility from I-15 directly off the Central Avenue exit. The property includes an indoor swimming pool and 228 parking spaces.

Richard Walter and Chris Tramontano of Faris Lee Investments represented the seller/developer, Aliso Viejo-based California Grand Investments LLC, in partnership with Lake Fitness LLC. The buyer was in a 1031 exchange. The cap rate was 8.5 percent.

Prior to the sale, the seller was able to secure a new loan for $6.12 million at a 6.5 percent interest rate for a seven-year term. According to Faris Lee, the attractive financing, along with a strong tenant on a 15-year, NNN lease, enabled the seller to generate a lot of buyer interest and market the property at an aggressive price.

Investment Group Pays Almost $9 Million for Ontario Gateway

In one of the largest transactions to take place in the Inland Empire this year, Ontario Gateway, a two-building multi-tenant professional office complex totaling 125,524 square feet, has been acquired by an investment group for $8.75 million, or about $70/sf.

Located between Vineyard and Archibald Avenues, the complex is adjacent to I-10 and Ontario International Airport, with both buildings standing two stories in height. Ontario Gateway I, at 2151 E. Convention Way, contains 74,624 square feet of space, while Ontario Gateway II, at 2143 E. Convention Way, totals 51,900 square feet of space. Tenants include SoCal Water, California Department of Consumer Affairs and the state’s Department of Health Services and Manpower Inc.

Edward J. Indvik, Matthew C. Sullivan, David Mudge and Julia Corona-Thompson of Lee & Associates brokered the transaction on behalf of the buyer and the seller, Jefferson-Pilot Investments Inc.

We’re told that the majority of interest in the property was from high net worth individuals as well as off-shore investors. “Ontario Gateway was on the market for just three months and drew 15 offers, reflecting the high investor demand,” commented Indvik.

TRI POINTE HOMES
continued on page 39
Restaurant Review

Gone Country

Hang on to your hats all you urban cowboys and cowgirls...Toby Keith is coming to town in a big way. The country-western star will soon bring his restaurant concept – Toby Keith’s I Love This Bar & Grill – to Rancho Cucamonga’s Victoria Gardens Regional Town Center. The restaurant will be the latest in the growing chain of 11 country-inspired eateries and the only one in California.

Named after his 2003 number one hit “I Love This Bar,” the new Toby Keith’s I Love This Bar & Grill restaurant will make its west coast debut when it opens later this fall in a former 16,000-square-foot West Elm furniture store location. The restaurant will feature live music/concerts, western-style line dancing on a 750-square-foot dance floor, food and spirited. The 70-seat bar area will be fashioned in the shape of a guitar. Adventurous patrons can even try their hand at riding a mechanical bull, and souvenir hunters will enjoy the on-site retail shop featuring official Toby Keith merchandise.

When it comes to grub, Toby Keith’s is no chuck wagon. The restaurant will feature a diverse menu ranging from steaks and prime rib to chicken; seafood and specialty items like a catfish sandwich and spicy ground chuck; and a pork sausage meatloaf with chili sauce. The Southern-style portion of the menu will also offer, among other things, red, white and blue nachos, chicken-fried steak, burgers and a fried bologna sandwich. Desserts include deep-fried Twinkies and sweet potato pecan pie with bourbon ice cream. A special late night appetizer menu will also be available to customers, which features things like garlic-fried mushrooms, jalapeno poppers and Toby’s Freedom Fries.

Keith, known for a long string of number one singles and a recipient of numerous country music accolades, launched his restaurant venture in 2005 when the first Toby Keith’s opened in Oklahoma City, Oklahoma. The brand has seen steady growth across the country in the north (Michigan and Minnesota), south (Oklahoma, Mississippi), east (Massachusetts) and west (Arizona, Colorado, Nevada — and soon, Rancho Cucamonga). Most of the restaurants in the chain (including the Rancho Cucamonga location) are owned and operated by Capri Restaurant Group, which purchased the master license agreement to build Toby Keith restaurants nationwide.

Construction of the Rancho Cucamonga Toby Keith’s I Love This Bar & Grill is currently underway and is anticipated to open before the end of the year. Its location within the Victoria Gardens entertainment area will compliment existing retailers continued on page 43.
Largest Tax... continued from pg. 20

- Teachers will no longer be able to deduct classroom expenses.
- Coverdell Education Savings Accounts will be cut.
- Employer-provided educational assistance is curtailed.
- The student loan interest deduction will be disallowed for hundreds of thousands of families.
- Charitable Contributions from IRAs no longer allowed.

Under current law, a retired person with an IRA can contribute up to $100,000 per year directly to a charity from their IRA. This contribution also counts toward an annual “required minimum distribution.” This ability will no longer be there.

And worse yet? Now, your insurance will be INCOME on your W2’s!

One of the surprises we’ll find come next year, is what follows—a little “surprise” that 99% of us had no idea was included in the “new and improved” health care legislation... the dupes, or dopes, who backed this administration will be astonished!

Starting in 2011, (next year folks), your W-2 tax form sent by your employer will be increased to show the value of whatever health insurance you are given by the company. It does not matter if that’s a private concern or governmental body of some sort. If you’re retired? So what... your gross will go up by the amount of insurance you get.

You will be required to pay taxes on a large sum of money that you have never seen. Take your tax form you just finished and see what $15,000 or $20,000 additional gross does to your tax debt. That’s what you’ll pay next year.

For many, it also puts you into a new higher bracket so it’s even worse.

This is how the government is going to buy insurance for the 15% that don’t have insurance and it’s only part of the tax increases.

Not believing this??? Here is a research of the summaries.....

On page 25 of 29:

TITLE IX REVENUE PROVISIONS- SUBTITLE A: REVENUE OFFSET PROVISIONS-(sec. 9001, as modified by sec. 10901) Sec.9002 “requires employers to include in the W-2 form of each employee the aggregate cost of applicable employer sponsored group health coverage that is excludable from the employees gross income.”

Joan Pryde is the senior tax editor for the Kiplinger letters.

Go to Kiplingers and read about 13 tax changes that could affect you. Number 3 is what is above.

The Execution... continued from pg. 31

“In addition, people must be held accountable for doing what they’re supposed to do,” says Lepsinger. “That takes two things: clear performance expectations and systems that encourage and reinforce appropriate employee behavior.”

A Gap Maker: Toyota. Many people were surprised when Toyota, a brand known for its quality and reliability, recalled over six million cars due to a faulty accelerator pedal. How did this once mighty brand end up with such a PR disaster on its hands?

Toyota used to work with one supplier for each part, explains Lepsinger. But when a fire at a supplier’s facility caused 20 plants to shut down for five days, the company decided it needed a second source as a back-up. For the accelerator, Toyota failed to ensure the parts it was receiving from the two suppliers were identical.

“Analysts chalk this failure up to a bureaucracy that could not accommodate the company’s rapid growth,” says Lepsinger. “They also point to an overly aggressive focus on profits—one that led executives to ignore principles that had contributed to its previously untarnished reputation.”

These five execution bridges are critical, says Lepsinger. Without them, you’ll have a tough time achieving your company’s goals. The more bridges you have in place, the more likely you are to do so—and the lack of any one of them could potentially derail your efforts. Also, as the Toyota breakdown aptly illustrates, these bridges are not permanent. They are quite fragile. Once you’ve built them, you must keep vigilant watch over them and work hard to maintain them over time.

“It’s quite possible for a company to have a bridge in place one year, only to discover that over time it’s weakened or even crumbled and is no longer able to help your people traverse the gap,” Lepsinger notes. “Execution is not a single-point event; it’s an ongoing process. But since your ability to execute well and consistently is the very fabric of success, I can think of no better place to focus your time and energy.”

The Execution... continued from pg. 31

“...faith and words alone. It takes shared goals, clear communication, and well-defined roles.

...
Emergency... continued from pg. 24

tness partner, Paula Zeidman, were thinking about opening a new division that would employ eight more people and require a capital investment in equipment.

“We were hesitant to move forward. When I spoke with Nick DeMartz at the County Workforce Development Department about the on-the-job training program, we were convinced that this program will support our business goals and we decided to participate,” Novack said.

Four months after opening the new division, Novack reported profitability. After the employees completed their training period, they were all hired on a full-time basis.

“They all exceeded our expectations,” Novack recalls. “This is a great example of government and private industry working together to put people to work, expand businesses and support our local economy. This is the way things should work.”

Last August, the San Bernardino Workforce Investment Board funneled $2.5 million from the American Recovery and Reinvestment Act of 2009 into on-the-job training programs. Last year, approximately 489 county residents were hired by 35 employers.

About the Workforce Investment Board of San Bernardino County

The Workforce Investment Board of San Bernardino County is comprised of private business representatives and public partners appointed by the County Board of Supervisors. The Board strives to strengthen the skills of the county’s workforce through partnerships with business, education and community-based organizations.

The Workforce Investment Board, through the county’s Economic Development Agency and Workforce Development Department, operates the county’s Employment Resource Centers (ERCs) and Business Resource Centers (BRCs). The ERCs provide individuals with job training, placement and the tools to strengthen their skills to achieve a higher quality of life. The BRCs support and provide services to the county’s businesses including employee recruitment.

Emergency... continued from pg. 24

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

For more information about these services and more, please call 1-800-451-JOBS

FREE BUSINESS WORKSHOPS

West End Business Resource Center
9650 9th St., Rancho Cucamonga
To Register Call 951-781-2345 or
Online at www.iesmallbusiness.com

The Importance of Clearly Defined Job Descriptions
Thursday 10/28/2010, 9-11 a.m.
Author Joseph Koletar comes from a notably long career in the FBI heading the Bureau’s Criminal Investigation Division, plus extensive experience in the fraud and investigation practices of two of the nation’s most prestigious business consulting firms: Ernst & Young LLP and Deloitte & Touche LLP. With that sort of background, he quickly drives home the point made in the book and movie titled, “Catch Me If You Can.” Both focus on the life of noted impostor Frank Abagnale who wrote, “punishment for fraud and recovery of funds are so rare, prevention is the only viable course of action.”

Although a variety of agencies point out that Bernard Madoff will likely spend the rest of his life in prison, it’s seldom pointed out that no one scammed by Madoff will retrieve anything that approximates their loss. And that’s precisely the point that author Koletar makes about risk of loss, whether that loss is the result of theft or accident. He notes that: “This book is largely about the mistakes of well-intentioned, intelligent people who made the wrong assumptions, or trusted the wrong people, or did not understand their corporate environment as well as they thought they did. These episodes persist and resonate, because, if we are not attentive, they could happen to any one of us. ‘I use ‘war stories’ because they are sticky—you tend to remember a scene and a story better than you remember a management axiom.’ About two-thirds of the book uses the ‘war stories’ approach to keep the author’s points fresh in the reader’s mind. There is less emphasis on this well-executed technique in the final third of the book. Clearly, the author’s goal in the final chapters is to reinforce his earlier approach by surprising readers. Here’s one example: ‘Perhaps most concerning from a control perspective is that frauds are much more likely to be discovered by a tip than by controls, audits, or any other means. Forty-six percent of the frauds discovered, investigated, and resolved during the time frame in question were discovered in this manner, despite the systematic, expensive, sophisticated, and overlapping control and risk-monitoring mechanisms in place. This trend was also found in data compiled from the Reports [Association of Certified Fraud Examiners, Report to the Nation] for the years, 2002, 2004, and 2006, so it does not appear to be a one-time phenomenon.’

According to the author, the order of successful mechanisms by which fraud is uncovered are by tips, by accident, by internal audit, by external audit, and by police notification. As a matter of fact, a mini-spreadsheet is used to highlight the point that 65 percent of all fraud is uncovered by tip and by accident. Accountants and auditors only account for 50 percent of defrauders. This goes a long way to reinforce the author’s point that the best way to beat risk from fraud is to head it off before it takes place.

Koletar goes on to explain that not enough is being done at both the upper echelons and lower ends of management to minimize risk. He comments: ‘I have often seen more problems created at the top and the bottom of corporations. At the top, the ‘C suite,’ I have often noted a failure to fully appreciate or fund risk and a false sense of security. At the bottom, I have seen too much junk and background noise in data that, no matter how well presented, still seem to reflect junk or background noise.’

Based on his experience, Koletar recommends a brief axiom: ‘When in doubt, monitor; when not in doubt, monitor.’ That applies to controlling all types of risks, whether you’re British Petroleum or the Securities Exchange Commission.

Koletar has served a full-course meal to digest for business of any size.

—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.

5. “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)(4) Discover your strengths and integrate them with your career.

*(1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
Real Estate... continued from pg. 34

ENTERS PARTNERSHIP WITH STARWOOD CAPITAL GROUP

Southern California homebuilder TRI Pointe Homes, LLC, has entered into a strategic partnership with an affiliate of Starwood Capital Group Global, LP, a leading global private equity firm focused on real estate. The partnership infuses TRI Pointe Homes with $150 million in new strategic growth equity capital to drive the expansion of its homebuilding operations in California and the Western Region.

TRI Pointe Homes is currently building distinctive single-family home communities in Irvine, Chula Vista, Riverside and Oceanside. Using the significant capital investment provided by Starwood Capital Group, the company intends to seek market opportunities within an expanded geographic footprint and build a profitable home building platform that delivers more than 1,000 homes a year within the next five years.

“We have a very clear strategic vision to expand and fortify our position in the housing market. Building upon our presence in Southern California, we plan to establish a Northern California Division in early 2011,” stated TRI Pointe CEO Douglas Bauer. “Our alliance with Starwood Capital Group has consistently generated attractive returns for our investors through a disciplined investment strategy that is often counter-cyclical. We focus on strong partners and opportunities that can benefit from our market and operational expertise. I have known Doug for more than 20 years and followed his successes at William Lyon Homes. We are excited to be partners with the seasoned management team of TRI Pointe Homes, a team that has deep market knowledge and critical relationships in a growing region of our country. We look forward to working alongside them to build a successful homebuilding business and develop memorable communities across California and the West.”

Bundled... continued from pg. 13

Lower cost
The service has been so good that Conaway is now in the process of switching his 800-toll-free call service from the local phone company to Charter once that service is launched. With that, he expects to further drop his service costs. “Once that moves over to Charter, I anticipate almost a 50 percent savings over what I was paying before,” Conaway said.

Not surprisingly, Conaway also doesn’t hesitate to recommend Charter Business for voice, Cable TV, and data. “I am a creature of habit, so I don’t like change. If I was talking to someone like myself, I would say, don’t stress over it—just do it, because it’s trouble free, it’s hands off, and you won’t have to worry about it,” he said. “It’s been up and functional without a single problem. And I’m totally satisfied. So really, it’s a no-brainer.”

Contact your local account representative below or call 888.692.8635 or visit www.charter-business.com.
Account Executive: Chris Riggs, 951.675.5916, Chris.Riggs@charter.com.

UCLA... continued from pg. 3
WHERE:
Citizens Business Bank Arena, 4000 E. Ontario Center Parkway, Ontario, CA.

Check the Website: www.inlandempirecenter.org.

Contacts:
• Hilary Rehder, Office of Media Relations, UCLA Anderson School of Management, (818) 689-5551 or hilary.rehder@anderson.ucla.edu.
• Richard Rodner, Public Affairs and Communications, Claremont McKenna College, (909) 607-9999 or richard.rodner@cmc.edu.

Recharges... continued from pg. 6
free men, to shoot lead ammo at gun ranges or in the field. We’re tired of being treated like we don’t have the ability to determine what we should eat and where. Or, whether or not our children should eat a happy meal and enjoy a toy. We’re tired of an over-aggressive government hell bent on regulating every aspect of our free lives! All in all, I’m writing you as a constituent, tax payer, hard working California citizen, as a father, and as a person who cares immensely for the freedoms being destroyed with each new law and regulation that passes.

Thank you for your representation, your hard work, and your steadfastness against the demands of those in our government to further increase our taxes and the number of laws and regulations all in the name of “progress.”

Scott Seward

Wells Fargo... continued from pg. 10
services for low-income individuals and families to help lift them out of poverty. As one of the largest non-profit human services agency in San Bernardino County, CAPSBC, provides resources and opportunities to the low-income to improve their lives, contribute to their communities and offer a return on investment for our communities, cities and county.


For more information about Community Action Partnership and its programs call (909) 723-1514 or visit on the web at www.capsbc.org.
Gone Country...
continued from pg. 35

Rancho Cucamonga will soon be the home of Toby Keith’s I Love This Bar & Grill when the restaurant makes its west coast debut at the Victoria Gardens Regional Town Center. (Photo courtesy Toby Keith’s)

drawing further attention to the amenities within the popular regional center. Toby Keith’s will also provide approximately 150-200 employment opportunities for local residents.

For those in the Inland Empire and the greater Southern California region who have had a hankerin’ for a country-music-style hangout with great food and entertainment, the wait will soon be over. Sure, Texas may have Gilley’s (featured in the 1980 movie Urban Cowboy), but Rancho Cucamonga will be the new home of Toby Keith’s...and you can take your hat off to that “partner.”
Mexico has cause to celebrate this year, particularly in its interior cities. Sept. 16 not only marks the 200th anniversary of Mexico’s independence, the country is also marking the 100th anniversary of the start of the Mexican revolution, commemorated Nov. 20.

Mexico City’s Zocalo, or main square, is sporting a large digital clock counting down the days to the events, as are other cities such as Cuernavaca and Tlaxcala. Many of the country’s cities have spruced up downtown areas and are presenting special events, including a new venue, Expo Guanajuato Bicentenario, a multipurpose complex of pavilions in Guanajuato that is hosting performances and exhibitions through Nov. 20.

“The bicentennial is very important for us, especially in interior Mexico,” says Eduardo Chaillo, executive director of the meetings industry for the Mexico Tourism Board. “The cities and places where the independence and the revolution’s most important events took place are in beautiful colonial cities. I think these celebrations will have a very important legacy in terms of infrastructure, especially in Guanajuato, Morelia and other places.”

According to Chaillo, the publicity from the bicentennial will also have an impact in terms of marketing to groups, with more exposure to lesser known group destinations like Zacatecas and Aguascalientes.

“We have some opportunity on the perception side regarding these relatively unknown places,” Chaillo says. “The perception is still there that meeting in Cancun or Los Cabos is frivolous. When groups say they are having a meeting in Guanajuato, it doesn’t feel like they are doing something frivolous.”

Mexico’s interior cities offer groups a window to the past as well as unique ways to experience the region’s historic and cultural attractions, many of which are available as off-site venues. These unique venues add depth to any meeting and are in abundance from urban centers such as Mexico City to small Spanish Colonial towns such as San Miguel de Allende.

Mexico City is filled with intriguing off-site options and an endless supply of cultural diversions and meetings properties.

“Mexico City has a good combination of places to work and historical venues,” says Carlos Mackinlay, executive director for the Mexico City Tourism Ministry. “Mexico City is a unique city with four UNESCO heritage sites. No other city in the world has that number of sites; that’s important. We are very proud of that cultural background.”

The most traditional off-site venues preferred by conventions are historic locales, according to Mackinlay.

One prime spot is the Palacio de Autonomia, which was a convent during the 17th and 18th centuries and home to several schools in the 20th century. The building, located in pre-Hispanic archaeological site Templo Mayor, now serves as a museum and venue for special events.

“We’re very proud to organize events at Palacio de Autonomia,” Mackinlay says. “You can have cocktails or dinner there, and you are looking at the ruins from the Aztec period, so it is incredible.”

Another option for groups is the Colegio de las Vizcainas, founded in the 18th century as a school for orphan girls and widows. Some 200 years later, the building still serves as an educational institute and at night opens to groups for receptions and events.

Many of the city’s nearly 170 museums also welcome groups. Museo Nacional de Arte in the city’s historic downtown area was built in 1904 and founded as a museum in 1982. Today it exhibits Mexican and international art from the 16th to 20th centuries. Groups can host events in the galleries.

The newer Mexico City Museum of Modern Art in Chapultepec Park also hosts events, as does the Palace of Fine Arts, which presents a variety of performing arts, including Mexico’s renowned Ballet Folklorico.

The city has also added a museum to its repertoire at the end of September—The Museum of Memory and Tolerance. The mission is to promote tolerance through the historical remembrance of the Holocaust and genocides that have taken place all over the world. The facility will offer a terrace for group events up to 1,000 people.

Long touted as the cultural center of western Mexico, Guadalajara overflows with off-site venues that showcase everything from modern visual arts to its history as the birthplace of tequila and mariachi music.

The Instituto Cultural Cabanas, a neoclassical construction from the early 1800s, opens to groups for receptions and events.