November 2010

Inland Empire Business Journal

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CSUSB students visit China’s Stock Exchange

Students from Cal State San Bernardino’s International Studies program got a taste of China’s burgeoning stock market exchange during a September visit to Taiwan and China. The visit was part of Cal State San Bernardino’s study abroad program, specifically focusing on doing business with China and Taiwan. The 29 M.B.A. students were accompanied by professor Frank Lin, CSUSB’s associate dean of graduate and international programs, and Dong Man Kim, a CSUSB professor of accounting and finance.

The students visited Taiwan from Sept. 5-9, and then went to Shanghai from Sept. 9-14 and Beijing from Sept.14-19. At each stop, a Chinese university played host to the students and their instructors. On their third day in Beijing, the students visited the China Beijing Equity Exchange or CBEX, which is similar to the New York Stock Exchange, Lin said. There, the students met with the CBEX chairman, Xiong Yan and the vice president of CBEX, Fang Jianguo.

Lin said one of the highlights during the visit was that the CBEX trading screen changed to “Welcome MBA Students from College of Business and Public Administration, California State University San Bernardino visiting CBEX.” The welcome display alternated in English and Chinese.

After visiting the CBEX transaction floor, Yan introduced the students to the international challenges for state-owned equity transaction and other countries’ malprac--

EB5 Visa Program at Victorville Halted by USCIS

U.S. Citizenship and Immigration Services (USCIS) has ended Victorville Regional Center’s ability to raise funds through the EB-5 Visa Program. The move comes after two “Notice of Intent to Terminate” letters were sent to the center earlier this year. Each notice detailed problems USCIS had with a number of Victorville’s projects, most notably a wastewater treatment facility for which the regional center was counting jobs created at a nearby Dr. Pepper-Snapple bottling plant on its per-investor totals. It seems Victorville was counting its project with creation of these jobs since the bottling plant was a consumer of the service provided by the wastewater facility. USCIS did not agree. The regional center has now ceased operation and its website is down.

Last month, the Victorville Daily Press reported that 28 investors had already agreed to help fund Victorville’s EB5 visa projects so they could receive their immigrant investor green cards.

Desert Cancer Foundation Elects 2010-2011 Board Officers

Desert Cancer Foundation has announced the organization’s new officers for the 2010-2011 year. They are President Stephen A. Christian, Vice President/Senior Private Banker at Wells Fargo Private Banking, and Treasurer Julia Burt, principal of Julia Burt Law & El Paseo Law Group.

10 Keys to E-mail Success

Following are 10 keys to e-mail success:
• What time your business to business e-mails should be sent out and at what intervals so that they generate the best results.
• How to diversify and customize your e-mail content and subject lines so that your messages won’t look like spam.
• How quickly you should follow up your e-mail campaign to ensure interested customers don’t lose interest or take their business elsewhere.
• How to steer clear of spam catches.

E-mail marketing can be powerful and cost effective... ...if done correctly.

A lot of companies are using e-mail marketing to continued on page 3
Mark Your Calendar

The opening ceremony of Wakunaga of America’s new plant in the County of Riverside will be held on Jan. 27th, 2011 at 11:00 a.m.

The new pharmaceutical plant is located at 11216 Philadelphia Avenue in Mira Loma. The Wakunaga family and the chief executive officer of U.S. operations, Kenro Nakamura, will open this state-of-the-art research, production and distribution center.

Wakunaga of America Co., Ltd. engages in the research, development, manufacture, and marketing of medicinal herbs and nutritional supplements. The company provides odorless aged garlic extracts in the form of oils and powders, green products, and digestion probiotics and enzymes. Its products are used to enhance the immune system and support the body’s natural self-healing power to maintain good health. The company was founded in 1972 and is based in Mission Viejo.

Wakunaga of America Co., Ltd. operates as a subsidiary of Wakunaga Pharmaceutical Co., Ltd.

Adding 100 new employees in December and adding another 100 new jobs later in the year at the same plant, Wakunaga will be producing, developing, manufacturing, and shipping to 46 countries from its Mira Loma plant.

This international leader in health products represents foreign direct investment within the county that will create jobs here for our residents rather than shipping jobs off shore. This firm is privately owned by the Wakunaga family and reports annual sales revenues in the billions.
Inland Empire Industrial Showing Signs of Improvement—Office Lagging

The following summary is a brief overview of the Inland Empire industrial and office markets during the third quarter of 2010. It was provided by Grubb & Ellis, a leading, national real estate services firm and one of the more active brokerage companies in the region.

INDUSTRIAL

- The Inland Empire industrial vacancy rate decreased 70 basis points during the third quarter to 10.8 percent.
- The industrial market experienced roughly 3.4 msf of positive net absorption, bringing the year-to-date absorption levels to approximately 10.3 msf.
- The warehouse/distribution property sector accounted for 3.1 msf of the total positive net absorption during the third quarter. This is primarily due to a trend that has been apparent since the first quarter of 2009 which shows that sale and lease activity in the Inland Empire is very strong for space in excess of 100k sf.
- The Ontario/Mira Loma submarket posted more than 1 msf of positive absorption in the third quarter, a significant increase from the 60k sf of positive net absorption experienced during the first six months of the year. The increase was largely from Restoration Hardware taking occupancy of an 866k sf facility in Mira Loma. Additionally, these submarkets remain attractive options to Los Angeles-based tenants who are seeking consolidation options but want to remain within reasonable proximity to Southern California’s ports.
- The monthly average asking rental rate for warehouse/distribution space declined $0.01 to $0.30 per square foot per month, while R&D/flex asking rental rates remained flat at $0.59 per square foot per month.
- Space under construction in the Inland Empire increased to nearly 3 msf during the third quarter after Castle & Cook began developing its 520k sf, build-to-suit cross-dock facility in Riverside. The project is expected to be completed in early 2011. Current under construction activity stems from owner-built and build-to-suit projects; there is no speculative development underway.
- Approximately 6.8 msf of space was sold or leased during the third quarter, bringing the year-to-date total to 23.7 msf.

Analysis: The Inland Empire industrial market is slowly showing signs of improvement, which is apparent from the decreasing vacancy rate and increasing absorption levels. Still, of the 23.7 msf of space that has been sold and leased year-to-date, there was only 10.3 msf of absorption. This suggests that the majority of the activity within the market has been self-contained and that many companies with an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations. Companies that are expanding an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations. Companies that are expanding an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations. Companies that are expanding an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations. Companies that are expanding an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations. Companies that are expanding an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations. Companies that are expanding an existing presence in the Inland Empire are renewing, consolidating or downsizing their operations.

Office Lagging

Office lagging continues during the third quarter of 2010 due to the fact that national and a lot of companies are making critical mistakes. Many companies are even unknowingly opening themselves up to significant liability by failing to meet CAN-SPAM compliance requirements.

10. Delivery Timing: Be conscientious of the times, dates, days of the weeks, and frequency with which the e-mails are delivered. There are a large number of theories regarding the best e-mail delivery times, but in general you can be sure that Tuesday through Thursday is your best delivery window for business-to-business e-mails, and, in general, you want to get the e-mails into the recipients’ inbox during their working hours. E-mails sent in the middle of the night are more likely to be spam and more likely to be viewed as such. If you can tweak your delivery settings to allow for a slight delay between each e-mail, that has also been shown to improve results. Also, if you send out 1,000 e-mails a day spread out over 10 days, you will generally get better results than 10,000 e-mails all sent in one day.

9. Diversify and Customize: Use a variety of e-mail content and subject lines when possible. This will make your e-mails look less like spam as they hit corporate servers and you will avoid the “all eggs in one basket” scenario. By diversifying you can also target the message more specifically to particular industries, title types, demographics, etc. A more specifically targeted e-mail, with customized content for a specific sub-group, make a message even more relevant to the recipient and will yield better results.

8. Follow-up Immediately: Follow up with results from your e-mail campaign immediately, not a few days later, or a week later. A real person would follow up with a response that they received from an e-mail that they sent out almost immediately—you should be set up to do the same.

7. Avoid Spam Catches: There are a million of these that you can unknowingly include in you e-mail content, but the general rule of thumb is: don’t sound like a cheese commercial, and you are less likely to be perceived as one. More specific examples include: Don’t put lots of text in ALL CAPS, don’t use words like “free” and “discount” frequently (and never in the subject line), don’t use the words “remove,” or “unsubscribe” in your unsubscribe instructions. If you are clever, you can incorporate your unsubscribe instructions into a confidentiality agreement at the bottom of your e-mail.

6. Don’t Use Certain Words: There are a million of these that you can unknowingly include in you e-mail content, but the general rule of thumb is: don’t sound like a cheese commercial, and you are less likely to be perceived as one. More specific examples include: Don’t put lots of text in ALL CAPS, don’t use words like “free” and “discount” frequently (and never in the subject line), don’t use the words “remove,” or “unsubscribe” in your unsubscribe instructions. If you are clever, you can incorporate your unsubscribe instructions into a confidentiality agreement at the bottom of your e-mail.

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## News and Features

### Inland Empire City Profile 2010
This annual city profile by John Husing, Ph.D. provides a good source of information and available data for population, taxable sales, assessed valuation, housing prices and volumes, and income for Inland Empire’s 50 cities.

### Who Owns Your Strategy?
Having a good and great strategy is critical to organizational success. With all good resources, most organizations largely fail to successfully implement their strategy. Why? The answer can be found in who actually owns the strategy.

### Top Ten Pitfalls to Avoid When Going Social in the Business World
If you are looking for fans, followers, and friends to build a Social Nation around your business, don’t panic, says Barry Libert. There is simple advice that will help businesses avoid the pitfalls and make a strong online impact.

### What Your Customers Really Want (Hint: It’s Not Just Price!)
If you think the price of your products or services is the reason you are attracting or not attracting and maintaining customers, think again. Customers are savvy and want much more from their relationship with your company than just a low cost.

### How to Improve Planning Session Participation
If you struggle with participation challenges in your company’s planning activities, Hardy Smith outlines eight tips to help make your sessions successful.

### Veterans vs. Hot Shot Newbies: Relieving Tension in the Workplace
When there is tension, resentment, and frustration in the background between you and your direct reports, you lose money.

## Columns

### Real Estate Notes

### The Lists:
- Commercial Building Developers
- Title Companies Serving the Inland Empire
- Commercial Real Estate Developers
- Mortgage Lenders Serving the Inland Empire

### Managing

### Investments and Finance

### Sales and Social Networking

### Close-up

### Computer Column

### Restaurant Review

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

### Executive Time Out

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Waste Watchers

Taxpayers are shocked to learn that California welfare cash is apparently benefiting tourist destinations in other states and territories. State welfare recipients have collected $11.8 million through ATMs in Las Vegas, according to recent news reports, but that turns out to be only the tip of the iceberg.

An article in The Los Angeles Times, reported, “More than $69 million in California welfare money, meant to help the needy pay their rent and clothe their children, has been spent or withdrawn outside the state in recent years, including millions in Las Vegas, hundreds of thousands in Hawaii and thousands on cruise ships sailing from Miami….” The money was accessed from January 2007 through May 2010…,” the newspaper said.

There is no rule preventing welfare recipients from going outside of California, but the locations of many transactions are sure to raise eyebrows. “State-issued aid cards have been used at hotels, shops, restaurants, ATMs and other places in 49 other states, the U.S. Virgin Islands and Guam,” The Times reported.

Transactions included round-trip flights from Los Angeles to Honolulu and cash withdrawals on all the major islands of Hawaii.

The famed Las Vegas Strip appears to have benefited along with welfare recipients. “Although many Las Vegas casinos block the use of welfare cards in ATMs on gambling floors,” The Times said, most of the cash withdrawals were from businesses on or near the Strip.

Other transactions cited by The Times were in a trendy area of South Beach, Florida, at Walt Disney World, and on 14 cruise ships sailing from ports around the world.

“The out-of-state spending accounts for less than 1% of the $10.8 billion spent by welfare recipients during the period covered and advocates note that there are legitimate reasons to spend aid money outside of California. From the data provided, it cannot be determined whether any of the expenditures resulted from fraud.”

However, “24% of all new welfare applications… contain some form of fraud,” the San Diego County district attorney’s office told the newspaper. “We look for patterns of abuse.” Other counties cited a lack of resources for their inability to pursue welfare fraud.

“A state audit last year found that none of California’s 58 counties was adequately following up on information that could help root out fraud, including monthly computer matches that list clients who are receiving duplicate aid from other states, those who are ineligible because they’re in prison and others who have died,” The Times said.

Taxpayers have been willing to help the state’s neediest residents, but they don’t expect to support welfare recipients as they vacation in other parts of the country—especially now that many taxpayers have cut vacation plans of their own.

Quotations on Marriage

I’ve had an exciting life. I married for love and got a little money along with it.

Rose Kennedy

Being divorced is like being hit by a Mack truck. If you live through it, you start looking very carefully to the right and to the left.

Jean Kerr

Where there’s marriage without love, there will be love without marriage.

Benjamin Franklin

I’ve never thought about divorce. I’ve thought about murder, but never divorce.

Dr. Joyce Brothers

Chains do not hold a marriage together. It is threads, hundreds of tiny threads which sew people together through the years.

Simone Signoret

Don’t marry a man to reform him—that’s what reform schools are for.

Mae West
## Commercial Building Developers
(Ranked by total square feet developed thru September 2009)

<table>
<thead>
<tr>
<th>Company Address</th>
<th>LE. Development Completed Thru Sept. 2009 (Total Square Footage)</th>
<th>Current Projects:</th>
<th>Proposed Projects:</th>
<th>Locations of Projects</th>
<th>Employees:</th>
<th>Top Local Executive</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tbody>
<tr>
<td><strong>1. Prologis</strong></td>
<td>7,800,000</td>
<td>na</td>
<td>WND</td>
<td>WND</td>
<td>15</td>
<td>Tyson Chee</td>
<td>President</td>
<td>(909)673-4370/373-9702</td>
<td>wwww.prologis.com</td>
</tr>
<tr>
<td><strong>2. Western Reales</strong></td>
<td>5,200,000</td>
<td>2,800,000</td>
<td>Ontario, Rancho Cucamonga</td>
<td>4</td>
<td>Gary Edwards</td>
<td>Vice President</td>
<td>(909)720-378/727-2070</td>
<td></td>
<td></td>
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<tr>
<td><strong>3. Sares-Regis Group</strong></td>
<td>4,000,000</td>
<td>6</td>
<td>WND</td>
<td>Los Angeles, Orange County</td>
<td>18</td>
<td>John Hagstad</td>
<td>Managing Director</td>
<td>(949)76-5900/56-5993</td>
<td></td>
</tr>
<tr>
<td><strong>4. Ontario Mills</strong></td>
<td>2,500,000</td>
<td>6</td>
<td>Ontario</td>
<td>na</td>
<td>Mare Smith</td>
<td>General Manager</td>
<td>(909)484-830/484-8306</td>
<td></td>
<td></td>
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<tr>
<td><strong>5. Hunex Development, Inc.</strong></td>
<td>1,825,000</td>
<td>4</td>
<td>WND</td>
<td>Moreno, Ontario</td>
<td>Krista Hamley</td>
<td>Principal</td>
<td>(909)67-6004/67-1856</td>
<td></td>
<td></td>
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<tr>
<td><strong>6. Glenborough Realty Trust Inc.</strong></td>
<td>1,589,000</td>
<td>1</td>
<td>1,000,000</td>
<td>San Bernardino</td>
<td>Betty Rader</td>
<td>General Manager</td>
<td>(909)318-1360/84-8127</td>
<td></td>
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<tr>
<td><strong>7. Panattoni Development Company</strong></td>
<td>1,122,000</td>
<td>na</td>
<td>Ontario</td>
<td>15</td>
<td>Jeff Phelan</td>
<td>Principal</td>
<td>(909)76-5900/56-5993</td>
<td></td>
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<tr>
<td><strong>8. EJM Development Company</strong></td>
<td>900,000</td>
<td>2</td>
<td>2,830,000</td>
<td>Ontario, Oxnard, Ventura</td>
<td>Bret A. Mackay</td>
<td>Vice President</td>
<td>(310)278-1830/278-2965</td>
<td></td>
<td></td>
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<tr>
<td><strong>9. Turner Development Corporation</strong></td>
<td>745,000</td>
<td>1</td>
<td>WND</td>
<td>Inland Empire</td>
<td>Rusty Turner</td>
<td>President</td>
<td>(949)757-5400/56-1528</td>
<td></td>
<td></td>
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<tr>
<td><strong>10. Riverside Commercial Investors (RCI)</strong></td>
<td>700,000</td>
<td>7</td>
<td>3,230,000</td>
<td>Ontario, Riverside, Reidsland</td>
<td>Rufus Barkley/Darrell Butler</td>
<td>CEO</td>
<td>(951)784-6100/784-1524</td>
<td></td>
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<tr>
<td><strong>11. A.H. Reiter Development Company</strong></td>
<td>600,000</td>
<td>3</td>
<td>0</td>
<td>Rancho Cucamonga, Ontario</td>
<td>A.H. Reiter</td>
<td>Owner</td>
<td>(909)34-4643/44-4406</td>
<td></td>
<td></td>
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<tr>
<td><strong>12. Open West Corporation</strong></td>
<td>600,000</td>
<td>6</td>
<td>1,200,000</td>
<td>Chino Hills</td>
<td>Paul Marshall</td>
<td>President</td>
<td>(949)62-349/662-1991</td>
<td></td>
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</tr>
<tr>
<td><strong>13. The Magnon Companies</strong></td>
<td>479,700</td>
<td>2</td>
<td>55,000,000</td>
<td>Riverside, Ontario</td>
<td>Ray Magnon</td>
<td>President</td>
<td>(949)604-8060/74-2543</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>14. The Chunk Group</strong></td>
<td>360,000</td>
<td>1</td>
<td>275,000</td>
<td>Indio</td>
<td>Larry Chuk</td>
<td>President</td>
<td>(760)70-7-360/27-7071</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>15. Lord Baldwin Properties</strong></td>
<td>335,000</td>
<td>10</td>
<td>95,000</td>
<td>Inland Empire</td>
<td>Thomas E. Anthony</td>
<td>Manager/Vice President</td>
<td>(909)94-8355/46-1526</td>
<td></td>
<td></td>
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<tr>
<td><strong>16. Investment Building Group</strong></td>
<td>330,000</td>
<td>1</td>
<td>3</td>
<td>WND</td>
<td>Brian Barmann</td>
<td>Vice President</td>
<td>(949)26-1112/112-1200</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>17. Master Development Corporation</strong></td>
<td>330,000</td>
<td>4</td>
<td>70,000</td>
<td>Ontario, Rancho Cucamonga</td>
<td>Bruce McDonald</td>
<td>President</td>
<td>(949)72-8449/724-8887</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>18. Cahoon Band of Mission Indians</strong></td>
<td>170,000</td>
<td>6</td>
<td>WND</td>
<td>Coachella Valley</td>
<td>Ted Newman</td>
<td>Planning Director</td>
<td>(760)342-2510/257-7860</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>19. Affiliates Construction Co., Inc.</strong></td>
<td>168,000</td>
<td>2</td>
<td>250,000</td>
<td>Coachella Valley</td>
<td>Wesley Oliphant</td>
<td>Vice President</td>
<td>(949)31-2624/264-5501</td>
<td></td>
<td></td>
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</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, F.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2010 by IBJ.
Often, questions are asked about the relative strengths of the Inland Empire’s 50 cities (51 next year). The annual Inland Empire City Profile (Exhibits 1 & 2) provides a good source of the information. The sources are the most recently available data for population, taxable sales, assessed valuation, bank deposits, housing prices and volumes, and income.

**Population.** From 2000-2010, the CA Finance Department reports that the Inland Empire added 957,158 people to reach 4,212,684, a 2.6% compound growth rate including 1.1% in 2009-2010. Eleven cities now have over 100,000 people, led by Riverside (304,051) and San Bernardino (204,800) followed by Fontana (190,356) and Moreno Valley (188,537). The two newest cities are Menifee (68,905) and Needles (5,809) and Big Bear Lake (6,278). Two cities have added over 50,000 people from 2000-2010: Fontana (61,428), Murrieta (57,205) and Rancho Cucamonga (51,161). Three cities have added under 1,000 people: Needles (797), Big Bear Lake (840), and Calimesa (416).

Of California’s 479 cities, the Inland Empire’s five largest places ranked: Riverside (12th), San Bernardino (19th), Fontana (22nd), Moreno Valley (23rd), Rancho Cucamonga (25th). The housing slowdown reduced population growth from 2009-2010. The area had four of the state’s 25 fastest growth rates (not shown): Beaumont (5.5%, 2nd), Coachella (3.8%, 4th), Victorville (2.6%, 14th), Temecula (2.3%, 24th). Three ranked in the top 25 in absolute growth: Riverside (3,282, 13th), Victorville (2,829, 16th) and Temecula (2,316, 23rd).

**Taxable Retail Sales.** Taxable sales are a major city revenue source that has been hit hard in the current downturn. The CA Board of Equalization reports them quarterly, a year after they occur. Hinterliter DeLlamas provides data within three months. In fiscal year 2008-2009, San Bernardino County’s sales fell -15.0% to $23.6 billion. Riverside County’s sales dropped -14.5% to $22.2 billion. Every major Inland Empire city lost retail sales, with some changes in the rank order for the largest: Ontario ($4.60 billion) and Riverside ($3.45 billion) had the most sales. Corona ($2.45 billion) led Temecula ($2.08 billion), San Bernardino fell to fifth ($2.01 billion). Rancho Cucamonga ($1.93 billion) regained sixth passing Fontana ($1.71 billion), Chino ($1.35 billion) moved to eighth ahead of Victorville ($1.30 billion) and Palm Desert ($1.22 billion).

Sales rose in only 4 of 48 Inland Empire cities led by Canyon Lake (15.0%), Highland (9.3%), Twentynine Palms (1.8%) and Chino Hills (0.3%). Of the 42 cities with shrinking sales, the largest losses were in Rialto (-35.7%), Norco (-23.3%), Coachella (-22.3%), Fontana (-21.6%) and Adelanto (-21.0%). Unemployment fluctuating on either side of 15% drove the losses.

Per capita sales reveal how well sales taxes can finance city services for each resident. In fiscal year 2009, the leaders were Ontario ($26,468)
Look at the executive program at almost any major business school and it becomes quickly apparent that having a good, and hopefully a great, strategy is critical to organizational success. A quick search of Amazon.com for business strategy resources shows more than 1,270 items. Many of these tomes provide fantastic instruction on developing a basic strategy, building strategy maps, and other similar topics. However, even with all these resources most organizations largely fail to successfully implement their strategy. Why? The answer can be found in who actually owns the strategy.

In most organizations the senior leadership team, or their official designees, come together for a series of meetings and with the help of a high priced consultant a “winning” strategy is developed. With much fanfare the strategy is then rolled out to the organization where things begin to fall apart. Oh sure, everything seems fantastic at the start. Leadership is excited and everyone is saying the right things, but those good feelings just don’t last for very long. The problems begin to surface at both ends of the workforce spectrum. For most in the senior leadership ranks, keeping a daily focus on strategy is tough. How can you find an hour a day, as many authors suggest, focusing on your strategy as well as the 100+ e-mails, phone calls, meetings and hundreds of other things you are supposed to get done. For the rank and file members of the organization it is a question of change.

To a large number of our resources these ideas represent change. Changing the way they interact with each other, or maybe changing the way they think about their job. No matter what, it is a change. Many of these people have learned that if they just keep their head down long enough they will be ignored and they can keep doing things the way they always have. This notion has a massive implication on your organization’s ability to achieve its strategy.

To understand why doing things the way they have always been done impacts strategy, begin with a simple premise: strategy only achieves value to the organization if it leads to results, specifically the desired organizational results. This notion creates a dichotomy within most organizations. There is the perceived strategy, or the formally documented strategy supported by senior management, and there is the actual strategy or the one actually being executed by the organization.

To better understand this concept imagine you are leading an average organization with 40-60 initiatives being worked on at any one time in addition to all the standard operational efforts. These initiatives have been initiated for reasons such as new product or service development, product or service expansion, process improvements, regulatory requirements, or several other reasons. Many of these initiatives are critical to the organization’s success and are tagged as A1 priorities. So what’s the problem?

The problem comes from two issues. Firstly, if you are like most organizations the leaders of each of these 40-60 initiatives have planned their work using a perfect resourcing assumption. This means whenever their schedule says the work should be done, the resource is magically available to start on time without consideration for all their other work. In the real world this never works as most resources are tasked with multiple tasks on multiple projects as well as operational responsibilities. A delay in one area will impact all other. Yet, rarely does management have visibility to these impacts so they can make informed, proactive decisions.

This means everything will be on schedule till the last possible second when suddenly it isn’t and we manage by fire drill. In the end, the assumption of perfect resourcing means your strategy will not be achieved.

The second issue is simply deciding what will be completed first? If the scenario described is anywhere close to your organization, you have a very serious problem. What should your people be working on first, second or third and how do they know? If the organization does not have priorities set by the senior leadership team that align to the strategy, individual resources are controlling the organizational strategy based on the work they are completing. The way most resources do this is by using either the squeaky wheel principle (whomever is yelling the loudest gets theirs first), or they work on what they like the best. Neither of these has anything to do with achieving the organization’s strategy. Furthermore, if the organization has more than one A1 priority, has several priorities with the same ranking, or regularly is changing priorities, you have NO priorities.

Prioritization is the single most difficult thing for more leadership teams to do. It means ranking all the work of the organization from one to the end and then making hard decisions based upon those priorities.

So if you are concerned about addressing these issues, what should you do? The following steps should help:

1. Make sure you have a well thought out strategy with a strategy map that includes clear measurable objectives. The strategy should have been developed with input from all levels of the organization and reviewed, not just presented, to everyone.

2. Establish a portfolio management committee that will own responsibility and authority for setting the organizational priorities based upon the approved strategy.

3. Establish quantifiable metrics to evaluate all members of the team against their ability to achieve the most important work first, and hold ALL members of the organization accountable to the same standards.

4. Do not allow the organization to constantly flip-flop priorities. Remember stuff will always happen. Great leaders drive results and do not allow the results to drive them.

Succeeding with strategy is a messy process, and it should be. However, with a little practice senior leadership can ensure proper strategic ownership and success.

For more information, please visit www.lookingglassdev.com.
# STOCK CHART

## THE GAINERS
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month</th>
<th>Point Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Watson Pharmaceuticals Inc. (H)</td>
<td>47.11</td>
<td>42.31</td>
<td>4.80</td>
<td>11.3%</td>
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<tr>
<td>Physicians Formula Holdings Inc.</td>
<td>3.37</td>
<td>3.06</td>
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<td>10.1%</td>
</tr>
<tr>
<td>Hansen Natural Corporation (H)</td>
<td>50.29</td>
<td>46.62</td>
<td>3.67</td>
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</tr>
<tr>
<td>Provident Financial Holdings Inc.</td>
<td>6.18</td>
<td>5.82</td>
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</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>7.89</td>
<td>7.51</td>
<td>0.38</td>
<td>5.1%</td>
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</table>

## THE LOSERS
Top five, by percentage

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>Reg. of Month</th>
<th>Point Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emrise Corp.</td>
<td>1.00</td>
<td>1.05</td>
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<td>-4.8%</td>
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<tr>
<td>Hot Topic Inc.</td>
<td>5.75</td>
<td>5.99</td>
<td>-0.24</td>
<td>-4.0%</td>
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<tr>
<td>K-Fed Bancorp</td>
<td>7.75</td>
<td>7.89</td>
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<td>-1.8%</td>
</tr>
<tr>
<td>Outdoor Channel Holdings, Inc.</td>
<td>5.74</td>
<td>5.53</td>
<td>0.21</td>
<td>3.8%</td>
</tr>
<tr>
<td>American States Water Company</td>
<td>37.24</td>
<td>35.78</td>
<td>1.46</td>
<td>4.1%</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

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**Duff & Phelps, LLC**

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**Five Most Active Stocks**

<table>
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<tr>
<th>Company</th>
<th>Volume</th>
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<td>24,647,130</td>
</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>12,336,710</td>
</tr>
<tr>
<td>Hansen Natural Corporation</td>
<td>10,968,700</td>
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<tr>
<td>Hot Topic Inc.</td>
<td>6,881,500</td>
</tr>
<tr>
<td>American States Water Company</td>
<td>1,522,990</td>
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</table>

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

<table>
<thead>
<tr>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>58,350,480</td>
</tr>
</tbody>
</table>

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**Monthly Summary**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advances</td>
<td>7</td>
</tr>
<tr>
<td>Declines</td>
<td>5</td>
</tr>
<tr>
<td>Unchanged</td>
<td>0</td>
</tr>
<tr>
<td>New Highs</td>
<td>2</td>
</tr>
<tr>
<td>New Lows</td>
<td>0</td>
</tr>
</tbody>
</table>
If you were to make a list of up-and-coming business trends, social media strategies would probably be near the top. Actually, scratch that “up-and-coming” part—social media is already here. However, thousands of companies are rushing headlong into the profile-creating, news-tweeting, blog-posting frenzy...only to find that their valiant efforts are not getting the results they had hoped. If you’re looking for fans, followers, and friends to build a Social Nation around your business, don’t panic, says Barry Libert. There is simple advice that will help businesses avoid the pitfalls and make a strong online impact.

“It’s true: there are countless benefits to joining what I call the Social Nation revolution—but just like any strategy for growth, social media isn’t foolproof,” points out Libert, author of the new book, “Social Nation: How to Harness the Power of Social Media to Attract Customers, Motivate Employees, and Grow Your Business.” “If you don’t want your company’s social strategy to fall flat, there are some guidelines you’ll need to follow.”

Libert knows what he’s talking about. After all, he’s the chairman and CEO of Metzina, a company that provides social software to businesses. Quite literally, it’s his job to be social media savvy. And he’s adamant that before you start building your own Social Nation, you need to have a well-researched game plan.

“When it comes to building a successful social network for your company, you need to understand that there’s a lot of prep work to be done,” he explains. “You can’t just set up a Facebook profile for your company, tweet once or twice a day, and expect public interest in your company to shoot through the roof. Far from it, actually.”

Think about it this way: if you were in charge of your company’s booth at a trade show or conference, you wouldn’t just slap your company’s logo onto a piece of poster board, place your business cards on the table, and hope for the best, would you? Of course not. Yet that’s exactly how some companies approach social media—and that’s why so many of these initiatives fail.

“If you want to become a meaningful part of social conversations and interactions,” explains Libert, “you’ve got to know who your target ‘fan base’ is, where they spend their time online, and what sorts of content and programming is valuable and relevant to them, and will foster their continued interest and participation. You also need to make sure you have the wherewithal to commit to growing and sustaining your Social Nation, and you’ve got to make sure that you have buy-in from within your company. And that’s just for starters.”

Sure, it may sound intimidating, but don’t give up yet. Half the battle is knowing which mistakes not to make, and Libert, in the book “Social Nation,” is eager to share the top 10 social media pitfalls he’s seen organizations fall victim to in the past. Read on to discover what they are:

Pitfall #1: Running a Social Nation like a traditional business. If you want to run a social company, you first need to understand that almost everything you do is a two-way street. That is to say, you’re not going to prosper if your products and services are designed solely by folks on the inside. You need to embrace the perspectives and contributions of your employees, as well as those of customers and partners.

Pitfall #2: Underinvesting in social initiatives and abandoning them too soon. Understand that a Social Nation is organic—it won’t materialize with a proverbial snap of the fingers. Early on, you’ll need to invest a good deal of time, thought, and money in attracting fans and followers—and your efforts will need to be sustained. Only after you’ve built a firm foundation will your social network begin to sustain itself through participant contribution and recommendation.

In general, successful strategies include posting quality content that people want to consume, letting customers tell their stories and post their grievances, and then responding to their criticisms. Also, make sure that prospects are able to learn about your business through customer and employee testimonials. Lastly, remember that using multiple approaches—for example, a blog, Facebook profile, and interactive website—will reach more people.

Pitfall #3: Neglecting to find ways to encourage and inspire your Social Nation’s followers and fans. When you stop to think about it, you’ll realize that your fans and followers are essentially volunteering their time and energy to serve as developers, sounding boards, and advertisements for your company. So for goodness’ sake, respect what they have to say and take their input into heart!

Pitfall #4: Relying on a “build-it-and-they-will-come” mentality. Ummm...you don’t really think that launching a new website and firing off posts at various online networking hotspots will bring fans and followers flocking, do you? Of course not! To some extent—usually a large one—you’ll need to purposefully reach out to potential community members and make it worth their while to accept your invitation.

“Rolling out a community and just expecting people to join as friends or followers is a flawed philosophy,” confirms Libert. “Marketing 101 principles still apply. That means you need compelling incentives to have people join your community. You also need an aggressive programming strategy, one that includes defining your key audiences and targeting them through all available channels, to ensure that they know that you want to build a relationship with them.”

Pitfall #5: Delaying the process of going social. Contrary to what you may wish, your company doesn’t have the luxury of waiting until it’s “convenient” to go social. Why? Well, you have competitors, right? And if you don’t start gathering loyal followers and fans now, there’s a good chance that some other company will woo them first.

One of the best strategies for going social as quickly and effectively as possible is to designate employees and subject matter experts to act as community success managers focused on fostering community growth and member satisfaction. Separate from your sales and support teams, these community leaders should have the ability to advise members of the community on how to best participate with the company and with each other. If you do things well, you’ll find that they’ll generally serve as internal and external advocates for others in your organization—be it employees, partners, or customers.
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:

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Real Estate... continues from pg. 3

Inland Empire region was ranked 23rd among the nation’s top 100 metropolitan areas for exporting activities. On the investment side, institutional investors are expected to continue to purchase Class A distribution centers in order to build their market share.

OFFICE

• Office vacancy increased to 23.9 percent in the third quarter, up 20 basis points from the previous three-month period.
• The region posted 28.7k sf of negative net absorption during the third quarter, bringing the year-to-date absorption level total to negative 46.9k sf.
• Average monthly asking rental rates declined $0.02 for Class A space to $2.05 per square foot per month. Class B asking rental rates averaged $1.50 per square foot per month during the third quarter, a $0.01 decline from a quarter earlier.
• There is no office space under construction in the Inland Empire.
• Approximately 308k sf of sublease space was available at the close of the third quarter, a 31k sf decrease from the second quarter.

Analysis: In August, California’s Employment Development Department reported that year-over-year, the Inland Empire had lost 7,800 government jobs, 1,100 financial activities positions and 900 professional and business services positions. Given that the office market is directly correlated to the labor market and these are the primary local office business sectors, these job losses have taken their toll. The national average of office space per employee has also decreased in recent years as corporate tenants focus on space efficiency. Still, the relatively flat absorption figures experienced in the past few quarters, as well as the tapering of tenant downsizing and consolidations suggests that the office sector is showing signs of bottoming out. Looking forward, the Inland Empire office market recovery is expected to lag the Orange County office market recovery; historically speaking, many Orange County corporate tenants expanded their presence inland before the housing market’s correction. Since many tenants are operating at skeleton crew capacity, any signs of improvement in the local economy will have a trickle down effect to local businesses and encourage new jobs.

To access the complete Inland Empire Industrial and Office Trends reports, as well as other Grubb & Ellis research publications, visit http://www.grubb-ellis.com/research.

HFF Arranges $10.5 Mil on Rancho Cucamonga Retail Center

HFF has arranged $10.5 million in refi money for Haven Village, a 45.7k sf retail strip center in Rancho Cucamonga. Located at 6311, 6321, 6331, 6371 Haven Avenue, directly off I-210 in northern Rancho Cucamonga, Haven Village is 83% leased and shadow-anchored by Von’s and Trader Joe’s.

Chris Vittetoe and Paul Brindley, out of HFF’s LA office, secured the five-year, fixed-rate loan through Ladder Capital Finance. The new loan refinanced an existing CMBS loan.

"Haven Village benefits from being the only retail option north of the 210 Freeway in an affluent neighborhood of Rancho Cucamonga. The retail center includes strong demand drivers and is highly accessible," said Vittetoe.

continued on page 19
John Hathaway-Bates  
President & Executive Director  
The Business Forum Institute

John was born and educated in Oxford, England. He served with the Royal Air Force in the 1950s serving in Africa, the Persian Gulf and on the Arabian Peninsula. During the 1960s he was the lead singer with The Tribe, and later with The Foundation in Britain. He also had a contract as a song writer with Acuff Rose, Nashville, Tennessee.

In the 1960s and the 1970s he was recognized as one of the leading commercial interior designers in Britain, and worked on projects for many multi-national corporations, restaurants and academic institutions. He wrote the “Contract Procedure and Specification Advice” sections of the Architect's and Specifier's Guide Series (A4 Publications, Ltd.) and he innovated and wrote for The Office Planner (Bean Brothers Ltd.) He has also had several articles on “Color, Texture & Design,” and wrote a weekly column for Westminster Newspapers Ltd. He wrote the “Executive Guide to Office Space Planning and Design” (American Management Association.)

John has been the president, managing director or corporate vice president for several multi-national corporations in the United Kingdom, The Netherlands and the United States of America. He moved to the United States in 1979; and in 1982 founded The Business Forum in Beverly Hills. At the time of establishing The Business Forum, John was also recognized as an accomplished commercial tactician on four continents.

During his career John has been elected a fellow of the British Society of Commerce, the Institute of Buyers, the British Institute of Directors, the British Institute of Administrative Accountants, the Institute of Purchasing and Supply; and was elected to be a member of the British Institute of Marketing, the British Institute of Management, and the British Institute of Journalists.

John has written several books on marketing, including: “Tactics” (Nerthus Publications), and “How to Promote Your Business;” and “How to Organize Your Marketing” (Asigan International Inc.) he also wrote “Fast Track Marketing in a Global Economy” (Van Nostrand Reinhold). He also had published many articles in Europe and America and he has lectured on four continents (Europe, North America, Asia and Africa) at universities and to professional audiences on subjects ranging from business development to international accounting, office management and interior design, and in-flight cuisine to international marketing and management.

John has also written and lectured on etiquette and business ethics. He is also a professional artist with regular exhibitions and his paintings hang today in many countries around the world.

New County Loan Program to Attract Business Investment

In this current economic climate, lack of access to capital has been a critical obstacle preventing many business projects from taking shape. The Riverside County Board of Supervisors recently approved an innovative economic stimulus effort to fill this gap, providing much needed financing to help businesses grow and hire workers. The Red development Commercial, Industrial, and Manufacturing Assistance Program will offer up to $2 million in loans to businesses that develop or rehabilitate property or capital equipment used for commercial, industrial, or manufacturing purposes within a redevelopment project area.

The program is available to qualified businesses in manufacturing, innovation/technology, and renewable energy sectors. It should be noted that the loan principal may be reduced by as much as 50 percent after the first year by offering credits of $20,000 for every full-time job retained and $35,000 for every new full-time job created.

The only thing that will pull us into recovery is the creation of private sector jobs. This program creates job opportunities that, overlaid with the Coachella Valley Enterprise Zone, are great incentives for businesses in the Eastern Coachella Valley.

To apply, please contact program director Rob Moran with the Economic Development Agency at (951) 955-6673 or by email, rmoran@rivcoeda.org or visit www.rivcocob.com.

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What Your Customers Really Want (Hint: It’s Not Just Price!)

By Walt Zeglinski

Does your business have what it takes to consistently win in today’s market? How about keeping your customers loyal? If you think the price of your products or services is the reason you are attracting or not attracting and maintaining customers, think again. Today’s customers are savvy and want much more from their relationship with your company than just a low cost.

Customers are looking for relationships that deliver unique value. Yes, they want your products to solve their problems but they also seek a level of satisfaction that goes beyond the intrinsic value of what they paid for. By learning to tap into this deeper level of emotional satisfaction, your business with current customers will increase and you will uncover a steady stream of new customers.

Are Your Customers Loyal?

You may have asked your customers if they were satisfied with their purchase from your company. But the true measure is whether your customers are actually coming back. In an average customer poll you may find that eight or nine out of 10 customers were satisfied. That sounds great. But studies show that only four or five purchase from you again. Why? Because rational satisfaction (they were not displeased, the product worked, etc.) is only part of the equation. Customers who purchase again are emotionally satisfied. Moreover, emotionally satisfied customers will also recommend your product or service to others.

The bottom line on measuring loyalty: (1) How many of your customers intend to purchase again, and (2) how many of your customers would endorse your company to others.

Creating Exceptional Value

Exceptional value is created when your customer perceives your product or service to be worth more to them than the price they pay. There are two components in any strategy for creating exceptional value with customers. The first is how well you are communicating the unique value of your products and services as compared to alternative solutions in the marketplace. This is important and is likely to result in a high rational satisfaction.

However, it takes emotional satisfaction to develop a loyal customer. The second factor—building deeper, trust-based relationships—is the key to emotionally satisfied customers.

This happens when your employees show your organization understands a customer’s needs, delivers more than is expected, and helps them achieve their goals.

Exceptional value stems from exceptional employees. Your people are the “secret sauce” in your organization’s ability to deliver on its value promise. You have to hire and retain the right people to make it work.

These employees are those who do not need management mandates to engage customers and adhere to company values. These employees are your customer’s problem solvers. They provide the discretionary effort and intellectual capital that can take your customers from satisfied to loyal. And, studies have shown that an increase of only 5% in customer loyalty can add from 25% to more than 100% to your bottom line!

Tapping the Emotional Fountain

Developing emotional satisfied customers who enjoy extrinsic value (beyond functional benefits) might seem like a pie in the sky ideal but there are many world examples. Think about a Rolex watch and what you feel when you see one worn. Any watch can give you the time. But they aren’t a Rolex.

What captivates us about a Rolex isn’t its function, it’s the prestige. A Rolex suggests more than your need to tell the time. It says that you appreciate the finer things. It shows that you have earned enough success to purchase one. It means you are knowledgeable about the value of the craftsmanship and precision it represents. That is the connection you should seek to develop with your customers. You want to deliver more value than the functional benefits inherent in your product or service. You want your customers to experience the extrinsic value you bring to the relationship by being emotionally engaged throughout the buying process.

It Pays to Be Ethical

A recent USA Today poll revealed that 72% of people will pay more to use the services and products of a company they believe to be ethical. An easy example of this for consumer products is the higher prices that consumers pay at eco-friendly stores like WholeFoods. For service-based businesses, think of the movement of customers away from the megabanks who charged hidden fees and left customers navigating through a labyrinth of automated phone systems to credit unions and community banks where a real person answers the phone with a sincere interest in your situation.

These are examples of how the perception of ethical business practices can make a difference. It reflects the impact of emotionally satisfied customers. People feel better about themselves when they believe they are dealing with an organization that cares about “doing the right thing.” By optimizing the key performance drivers of value creation, you can successfully tap the emotional bonds of your customer relationships. This takes the right people, the right process, the right leadership, and the right commitment. The investment your company makes in enabling and aligning your team with the skills, attitudes, beliefs and values that develop loyal customers will enrich your core business and provide new opportunities to gain customers and market share. Stay engaged and stay ethical in your customer relationships and you will transform your business.

You may contact Walt at wzeglinski@vitalfactoryinc.com or 480-255-1120.
California Bank & Trust Consolidates Branches in the Inland Empire

California Bank & Trust (CB&T) announced that the bank will consolidate their San Bernardino branch with their Rancho Cucamonga branch. All services offered at the San Bernardino branch location will be available at their Ranch Cucamonga branch located at 9590 Foothill Boulevard after the consolidation takes place on Jan. 28th, 2011.

“California Bank & Trust is proud to be a part of the Inland Empire and is dedicated to building strong banking relationships by providing smart financial solutions, responsive service and the latest resources and facilities,” said Steven Borg, senior vice president and corporate marketing director at California Bank & Trust. “Sometimes our efforts to provide our customers with the level of service we strive to deliver require us to make changes. Although our commitment to the San Bernardino community will not change, we will be consolidating our San Bernardino branch into our Rancho Cucamonga branch.”

In addition to the San Bernardino Office, California Bank & Trust has an additional 10 branch offices in the greater San Bernardino/Riverside area.

Welcome to One Source Healing, where “All Healing Comes From One Source.”

Moses Solomon Nasser, Jr. was born in Yonkers, New York, but spent most of his life in the Inland Empire area of Southern California. After attending UCLA for his undergraduate studies, he went on to medical school at Western University of Health Sciences, located in Pomona. He completed his three year training program at local hospitals and is Board Certified in Family Practice & Osteopathic Manipulative Treatment.

Dr. Nasser grew up in a spiritual family, and has had many spiritual experiences. He first experienced meditation naturally as a child. He then re-experienced meditation through his mentor, Dr. Redding, in medical school. This is when Dr. Nasser began studying the Edgar Cayce material, and really began to integrate his traditional medical school knowledge with deeper, natural healing strategies, through body, mind, and spirit. It has become an exciting, life-long journey.

When asked about his true passion, Dr. Nasser states, “I love music and meditation. Music is the key to my unfoldment. I plan on writing Guided Meditations with beautiful music, and with my voice guiding you throughout, bringing a deep meditation. This is my passion. With time, I hope to help many people around the world through my music and meditations. If we can change our minds, we can change our brains, and our lives! This is consistent with my life purpose: The Practical Application of Spiritual Truth. I am so grateful for my background and education, which has prepared me for the wonderful road ahead.”

Dr. Nasser is a Doctor of Osteopathy, or “D.O.” D.O.’s require the exact same rigorous education and training that M.D.’s require, and have all of the same privileges, including writing prescriptions. The difference is that D.O.’s also learn hands-on therapy, called “Osteopathic Manipulative Treatment,” or “OMT.” Dr. Nasser performs OMT; moreover, he integrates mental and spiritual counseling into his treatments, with relaxation strategies, breathing exercises, and even guided meditations! This becomes a very unique treatment experience, truly rejuvenating to the body, mind, and spirit, exploring imbalance more deeply, not just from a physical perspective.

Taking his many years of education about the body, mind, and spirit of the human being, Dr. Nasser is pAVING the way for a new type of physician: One who cares about the entire human person. One who treats people as people, not a number with a disorder. And with the ability to use medicines when needed, but the knowledge to go natural when possible, it is really a balance that is hard to find. Let’s go back to believing that your body can heal itself, if given the tools that it needs. It’s nice to have Dr. Nasser here to help.

One Source Healing, Inc.
Dr. Moses Nasser, D.O.
7365 Carnelian St. #204
Rancho Cucamonga, CA 91730
www.onesourcehealing.org
Phone: (909) 989-0808
Fax: (909) 989-6622
## Title Companies in the Inland Empire

**Ranked by County/Policies 2010**

<table>
<thead>
<tr>
<th>Company</th>
<th>County</th>
<th>Total # of Policies (Year End 2009)</th>
<th>Total $ Amount of Policies (Year End 2009)</th>
<th>Inland Empire Share %</th>
<th>Key Executive</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
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<tbody>
<tr>
<td>First American Title Company</td>
<td>Riverside</td>
<td>26,263</td>
<td>15,722,131,222</td>
<td>21.18</td>
<td>Chris Clemens</td>
<td>V.P./County Manager</td>
<td>(951) 787-1700/866-586-3961</td>
<td><a href="mailto:cclemens@firstam.com">cclemens@firstam.com</a></td>
</tr>
<tr>
<td>Chicago Title Company</td>
<td>Riverside/San Bernardino</td>
<td>25,518</td>
<td>7,335,951,813</td>
<td>9.21</td>
<td>Linda Hearrell</td>
<td>Manager</td>
<td>(909) 884-0488/811-6749</td>
<td><a href="mailto:hearrelll@ctt.com">hearrelll@ctt.com</a></td>
</tr>
<tr>
<td>Fidelity National Title</td>
<td>San Bernardino</td>
<td>22,148</td>
<td>2,762,883,589</td>
<td>12.10</td>
<td>Mike Alsbpp</td>
<td>County Manager</td>
<td>(909) 890-0061/890-3600</td>
<td><a href="mailto:mailapp@ff.com">mailapp@ff.com</a></td>
</tr>
<tr>
<td>First American Title Company</td>
<td>San Bernardino</td>
<td>14,107</td>
<td>2,240,930,909</td>
<td>16.98</td>
<td>Jeff Bright</td>
<td>V.P./County Manager</td>
<td>(909) 889-0311/866-523-5430</td>
<td></td>
</tr>
<tr>
<td>Stewart Title of California</td>
<td>Riverside/San Bernardino</td>
<td>13,979</td>
<td>3,647,582,211</td>
<td>4.35</td>
<td>Greg Grube</td>
<td>Division President</td>
<td>(915) 276-2700/346-3716</td>
<td><a href="mailto:ggrube@stewart.com">ggrube@stewart.com</a></td>
</tr>
<tr>
<td>Land America</td>
<td>San Bernardino</td>
<td>2,667</td>
<td>273,177,312</td>
<td>3.21</td>
<td>Macs Lucero</td>
<td>Vice President</td>
<td>(951) 774-0825/781-1173</td>
<td></td>
</tr>
<tr>
<td>North American Title Company</td>
<td>San Bernardino</td>
<td>660</td>
<td>123,601,454</td>
<td>0.79</td>
<td>Bobbie Oliceti</td>
<td>President, So. Calif. Division</td>
<td>(800) 464-6282/(714) 550-6421</td>
<td></td>
</tr>
<tr>
<td>Orange Coast Title Company</td>
<td>San Bernardino</td>
<td>WND</td>
<td>WND</td>
<td>5.81</td>
<td>Jim Solanni</td>
<td>Sr. V.P./Regional Manager</td>
<td>(909) 825-8803/554-6172</td>
<td><a href="mailto:jsolanni@stcitle.com">jsolanni@stcitle.com</a></td>
</tr>
<tr>
<td>Tier Title Company</td>
<td>San Bernardino</td>
<td>WND</td>
<td>WND</td>
<td>WND</td>
<td>Ryan J. Orr</td>
<td>Assistant Vice President</td>
<td>(909) 386-0000/801-8100</td>
<td><a href="http://www.ryanjorr.com">www.ryanjorr.com</a></td>
</tr>
</tbody>
</table>

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## Commercial Building Developers

**Ranked by total square feet developed thru September 2009**

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>LE. Development Completed Thru Sept, 2009 (Total Square Footage)</th>
<th>Current Projects: Companywide # of L.E. Projects Completion %</th>
<th>Proposed Projects: Square Footage Years to Complete</th>
<th>Locations of Projects</th>
<th>Employees: LE. Companywide</th>
<th>Top Local Executive</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lennar Partners</td>
<td>18901 Von Karman Ave., Suite 540E, Irvine, CA 92612</td>
<td>121,800</td>
<td>4 WND</td>
<td>Ontario, Chino Hills, Riverside, Fontana</td>
<td>2 350</td>
<td>Michael Morris</td>
<td>Vice President</td>
<td>(949)442-6100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jacobs Development Company</td>
<td>6620 Indiana Avenue, Suite 210, Riverside, CA 92506</td>
<td>45,000</td>
<td>100% WND</td>
<td>45,000</td>
<td>2 Inland Empire</td>
<td>17 Doug Jacobs</td>
<td>Senior Vice President</td>
<td>951/788-4957/708-4314</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Imperial Corporation</td>
<td>PO Box 1836, Palm Desert, CA 92261</td>
<td>WND</td>
<td>0 0 WND</td>
<td>2</td>
<td>WND</td>
<td>2 6 Russ E. Hatle</td>
<td>President</td>
<td>(760)776-8385/776-8842</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*NA = 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. Copyright 2010 by IEBJ.*
Pitfall #6: Underestimating the power of a Social Nation. If you believe that social networking is just a window dressing that your company “needs” (but not really), then think again. Social media and community collaboration bring many benefits, including brand-building, customer loyalty and retention, cost reductions, improved productivity, and revenue growth.

Pitfall #7: Neglecting employees, partners, investors, or customers when building your Social Nation. Yes, set up a “focus group” of employees to serve as community leaders who will shepherd your company into the social networking world, but don’t put all of the power in their hands. Social Nations are organic organizations, so the more people who are empowered to influence yours, the better.

“You’ll find that leaders will emerge from your community population—whether they are employees, partners, customers, or prospects,” promises Libert. “Future leaders will come from places you never expected. Empower every member of your community with the resources they need, then listen and be responsive to their insights, needs, and ideas. Oh, and here’s a bonus: by doing this, you’ll reduce support costs since community members can help each other!”

Pitfall #8: Relying on traditional approaches when designing your Social Nation. A decade ago, you probably would have been horrified at the thought of releasing ideas and products into the hands of your customers before they were as complete as you could get them. With social networking, that monolithic approach is now becoming obsolete.

Pitfall #9: Developing your own social software and analytics solutions. You wouldn’t dream of placing “remodeling the office” or “handling legal issues” in the Do It Yourself category, would you? Not too many would. Instead, you’d hire someone skilled in those areas. Do yourself a favor and use the same strategy when it comes to building your own Social Nation.

“Do what you do best and outsource the software and community building to the experts,” advises Libert. “Various vendors provide ready-made, complete solutions to help you build your fans, followers, and friends. Remember, Facebook and Twitter encourage fans and friends to advance their businesses, not yours. Consequently, although you should leverage the communities they have built, you need to create your own community to ensure your long-term success.”

Pitfall #10: Getting caught without partners to help you succeed. Libert has alluded to this one before, but it bears specific emphasis: make sure that you truly treat your community members as partners, not just as fans or numbers. Yes, integrating into the social web (Facebook, Twitter, and other social networks) is key to your company’s future success, but being connected to the social web is only a part of what you need to do. Shifting your business strategically, culturally, and operationally are key components to the equation.

Essentially, that means creating a community for the people who matter most in making your business thrive—a place that is all theirs and that is connected to your brand. Remember, your constituents want to connect with like-minded peers, and they want to feel as though they are contributing to a purpose that’s bigger than themselves. Given that they are buying products and services from you, investing in your company, and working for your organization, providing them with a community they
Effective planning is vital to any business’ success. Participation by employees and executives in planning sessions for activities such as mapping out annual action plans, organizing major projects, and developing strategic plans should be a priority.

Nevertheless, many of those who are charged with leading a company planning effort often face the problem that other employees who should be present aren’t. If you struggle with participation challenges in your company’s planning activities, here are eight tips to help make your sessions successful:

1. Don’t repeat mistakes of the past. There is a reason that previous attempts to secure needed participation have not been successful. Take time to understand why and be honest in your assessment. Seek out opinions both from those who actively participated in the past, and from those who should have been there but weren’t. Use that feedback to make needed corrections. Ask these questions:
   - Could past sessions be seen as a waste of time?
   - Were potential participants given appropriate notice?
   - Was the planning activity itself planned, organized, and conducted with a sense of purpose?
   - Was time allocated used effectively and efficiently?
   - Was discussion dominated by a single person or just a few individuals?
   - Were opinions elicited from those who were present but quiet?
   - Did participants leave with a sense of accomplish-

2. Set participation goals. Identify who should be present if your session is to be a success. There will be those in each company who unless specifically directed, will consider their participation optional or not a priority to them. Communicate individually to let employees know how much their participation is needed and how much their insight is valued. Ask for a personal commitment for attendance. Don’t accept “will try to,” “plan to,” or “should be able to” as solid answers. You should know exactly who will attend prior to your activity. If you can’t confirm committed presence in advance, then chances are good you won’t get your needed numbers. Send out reminder notes to help ensure your attendance.

   Confirm the significance of participation with personal messages from the organization’s top leader. It’s a nice ego stroke and it’s also hard to turn down the boss!

3. Avoid schedule conflicts. Schedule planning activity far enough in advance to avoid potential scheduling conflicts. Sounds like a no-brainer but sometimes the organization already has other activities planned, important deadlines are approaching, or it’s a heavy vacation period. Get schedule availability input from desired participants and set your date when most are available. Even better—set your activity on a regular, recurring schedule.

4. Establish expected outcomes. Have a specific purpose for your session. Communicate in advance the intended result, for example, developing three new strategies for growing your customer base. Your participants will be able to come in with ideas already formulated. Identifying an expected outcome will also help keep the session focused on the primary task at hand.

5. Make sure participants are prepared. Your planning team should know exactly what is expected of them. It’s difficult to offer qualified opinions when given a thick folder of financials, project proposals, and operational details without the opportunity to review materials prior to the time of discussion. Help them be prepared with advance information.

6. Determine what format works best for your group. Take into account the personalities involved. Use a meeting format that gets desired results and creates a positive experience so people are motivated to participate in future sessions.

   - Do you need team building or fun activities?
   - Will your team react more favorably to a strictly all-business session?
   - What is most productive length of time?
   - Will you get best results by getting away from the office and working in a retreat setting, or will a few hours in an office conference room be okay?

7. Have a designated facilitator. Having someone with the ability to get everyone engaged and keep the process moving and focused is essential for creating the successful planning session you want.

Judge whether or not someone outside your organization is needed. An outside facilitator is often more effective at challenging, encouraging, and drawing out opinions, and controlling discussion so it stays on a positive productive track.

Advance preparation time with your facilitator is important. The facilitator should do the necessary homework to be knowledgeable about the organization, be familiar with the backgrounds of the participants, and know the expected outcome. Create a predetermined structure designed to maximize the activity.

8. Don’t forget your post-event follow up. Send personal thank you notes that mention specific contributions made. Solicit feedback for future sessions. Give regular progress reports on implementation of the plans that were developed.

Having consistently high participation in your organization’s planning sessions sets the environment conducive to the wholehearted buy-in necessary for business success.

Create within your company the realization of the vital importance of planning activities by executing these tips. You will be much more likely to enjoy a higher level of preparation, participation, and enthusiasm in your planning sessions.

For more information, please visit: www.hardy-smith.com

MANAGING
How to Improve Planning Session Participation

By Hardy Smith
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>I.E. Transaction Volume</th>
<th>I.E. Sales Volume</th>
<th># of Local Brokers or Agents</th>
<th># of Offices in I.E.</th>
<th>Top Local Executive</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tr>
<td>CB Richard Ellis</td>
<td>4141 Inland Empire Blvd., Ste. 100</td>
<td>$1,616,937,574</td>
<td>$750,405,833</td>
<td>84</td>
<td>3</td>
<td>Natalie Bazarevitch</td>
<td>Sr. Managing Director</td>
<td>(909) 418-2000/418-2100</td>
<td><a href="mailto:natalie.bazarevitch@cbre.com">natalie.bazarevitch@cbre.com</a></td>
</tr>
<tr>
<td>Grubb &amp; Ellis</td>
<td>3401 Central Park Dr., Ste. 500</td>
<td>$650,200,000</td>
<td>$210,800,000</td>
<td>42</td>
<td>5</td>
<td>Dave Burneck</td>
<td>Manager</td>
<td>(909) 605-1100/605-8645</td>
<td><a href="http://www.grubb-ellis.com">www.grubb-ellis.com</a></td>
</tr>
<tr>
<td>Colliers International</td>
<td>3401 Central Park Drive, Ste. 150</td>
<td>$364,772,419</td>
<td>$186,274,615</td>
<td>17</td>
<td>2</td>
<td>Craig Robbins</td>
<td>President, US Brokerage Service</td>
<td>(213) 627-1214/627-3200</td>
<td><a href="http://www.colliers.com">www.colliers.com</a></td>
</tr>
<tr>
<td>Sperry Van Ness</td>
<td>3959 E. Inland Empire Blvd., Ste. 2200</td>
<td>$350,000,000</td>
<td>$350,000,000</td>
<td>8</td>
<td>1</td>
<td>John Reeder</td>
<td>Sales Manager</td>
<td>(909) 989-4590/989-4401</td>
<td><a href="http://www.missongrally.com">www.missongrally.com</a></td>
</tr>
<tr>
<td>Lee &amp; Associates</td>
<td>14169 Park Ave., Ste. 200</td>
<td>$640,000,000</td>
<td>$300,000,000</td>
<td>160</td>
<td>4</td>
<td>Don Brown</td>
<td>President</td>
<td>(760) 241-5211</td>
<td><a href="mailto:dbrown@lee-assoc.com">dbrown@lee-assoc.com</a></td>
</tr>
<tr>
<td>DAUM Commercial Real Estate Services</td>
<td>3998 Inland Empire Blvd., Ste. 400</td>
<td>$345,000,000</td>
<td>$138,000,000</td>
<td>12</td>
<td>1</td>
<td>Kerry Cole</td>
<td>Executive VP/Branch Manager</td>
<td>(909) 988-7788/989-4440</td>
<td><a href="http://www.daumcommercial.com">www.daumcommercial.com</a></td>
</tr>
<tr>
<td>The Bradco Companies</td>
<td>P.O. Box 2710</td>
<td>$125,734,806</td>
<td>$125,734,806</td>
<td>9</td>
<td>1</td>
<td>Joseph W. Brady CCIM</td>
<td>President</td>
<td>(760) 951-5151/5151</td>
<td><a href="mailto:jbrady@thebradco.com">jbrady@thebradco.com</a></td>
</tr>
<tr>
<td>Basley Properties</td>
<td>75-712 Alessandro, Ste. B4</td>
<td>$64,779,004</td>
<td>$11,217,406</td>
<td>13</td>
<td>1</td>
<td>Dick Basley</td>
<td>President</td>
<td>(760) 773-3110/773-3113</td>
<td><a href="mailto:dbasley@basleyproperties.com">dbasley@basleyproperties.com</a></td>
</tr>
<tr>
<td>McKenna &amp; James</td>
<td>10700 Jersey Blvd., Ste. 610</td>
<td>WND</td>
<td>WND</td>
<td>4</td>
<td>2</td>
<td>John S. Burns</td>
<td>Senior Vice President</td>
<td>(909) 981-8000/981-8112</td>
<td><a href="mailto:john.brun@mckennajames.com">john.brun@mckennajames.com</a></td>
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</tbody>
</table>

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JOHNSON CAPITAL’S SMITH AND CHAPMAN ARRANGE $48 MIL FOR OWNER OF TWO SHOPPING CENTERS IN CA AND HI

Johnson Capital announces that Amos Smith, senior vice president, and Ryan Chapman, vice president, in the firm’s Irvine office, have arranged $48 million in permanent financing secured by two shopping centers located in Indian Wells and Oahu, Hawaii. The 10-year, fixed rate loan was provided by Hartford, CT-based Cornerstone Real Estate Advisors. The non-recourse financing included provisions designed to meet the potential future needs of the borrower’s ownership structure.

The two properties, The Villages at Indian Wells and Mililani Shopping Center, are both grocery anchored neighborhood shopping centers owned by entities controlled by Stoneridge Capital Partners, a real estate investment company based in Newport Beach.

The Villages at Indian Wells is located in the town of Indian Wells, which is in Riverside County, in the Inland Empire’s Coachella Valley, near the towns of Palm Desert and Rancho Mirage. Located at the intersection of Highway 111 and Cook Street, the center contains 104,000 square feet and was built in 1983. The property is very well located and leased to such tenants as Ralph’s Fresh Fare and CVS Pharmacy.

Mililani Shopping Center is in the Mililani Town area of Oahu, at the intersection of Kuahelani Avenue and Kipapa Drive. It contains 180,000 square feet and was built in 1977. The center is nearly 100% leased to tenants including Foodland, Ross Dress for Less and 24 Hour Fitness.

Commenting on the debt transaction, Smith said, “While both are very well performing centers, near term lease expirations of anchor tenants at both properties required a lender willing to take the time to understand the strength of the markets and quality of the assets—Cornerstone did a fantastic job.”

SMART & FINAL LEASES 350,000-SQUARE-FOOT FONTANA INDUSTRIAL PROPERTY FROM WATSON LAND COMPANY

Watson Land Company, one of Southern California’s largest industrial real estate developers, has leased a 350,000-square-foot industrial facility within Watson Commerce Center Fontana to Smart & Final. The facility will accommodate the warehousing and distribution needs for all of the food retailer’s Southern California stores, which include Smart & Final and Henry’s Markets. The 92-month lease is valued at approximately $11.5 million.

“As one of the leading food service retailers in the Western U.S., Smart & Final required a facility that had the location, functionality and size to accommodate its extensive inventory of products,” said Lance Ryan, vice president of marketing and leasing with Watson Land Company.

The property sits on nearly 18 acres of land at 13055 S. Valley Boulevard in Fontana within the two-building Watson Commerce Center Fontana. The property, which fronts Interstate 10, features two 100-percent concrete truck yards, each with a 185-foot turning radius, 78 dock high truck positions and excess storage space for approximately 122 trailers.

“The Inland Empire continues to play a significant strategic role in Smart & Final’s expansion plan,” said Tom Paolucci, director of Smart & Final Distribution. “The facility’s abundant storage capacity and central location near major distribution channels will enable us to improve our efficiency as we continue to expand our retail platform in the Southern California

continued on page 30
## Mortgage Lenders

**Ranked by Percentage of Market, Riverside & San Bernardino Counties, 2010**

<table>
<thead>
<tr>
<th>Lender</th>
<th>% of LE Market</th>
<th>Number of Loans</th>
<th>Total $ Amount</th>
<th>Average $ Loan</th>
<th>Top Local Executive</th>
<th>Address</th>
<th>E-Mail Address</th>
<th>Phone/Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wells Fargo Bank</td>
<td>4.0</td>
<td>4,000</td>
<td>425,280,000</td>
<td>190,000</td>
<td>Jacob Gillette</td>
<td>334 W. 3rd St., Branch Manager, San Bernardino, CA 92401</td>
<td><a href="http://www.wellsfargo.com">www.wellsfargo.com</a></td>
<td>(909) 384-4805/381-6066</td>
</tr>
<tr>
<td>PNC Mortgage</td>
<td>0.80</td>
<td>1,640</td>
<td>280,000,000</td>
<td>350,000</td>
<td>Denise Hemm</td>
<td>41607 Margarita Rd., Ste 101, Temecula, CA 92591</td>
<td><a href="http://www.pncmortgage.com">www.pncmortgage.com</a></td>
<td>(951) 769-8510/764-0940</td>
</tr>
<tr>
<td>Provident Bank Mortgage</td>
<td>0.39</td>
<td>1,924</td>
<td>682,000,000</td>
<td>354,454</td>
<td>Craig G. Blunden</td>
<td>3756 Central Ave., Riverside, CA 92506</td>
<td><a href="http://www.providentbankmortgage.com">www.providentbankmortgage.com</a></td>
<td>(951) 686-6060/782-6132</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 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2010 by IEBJ.
The Unforgettables Foundation’s Annual Events

The Unforgettable Gala
Excellent cuisine and top-drawer entertainment combine with an opportunity to honor area “heroes”—individuals from the local community who share their time and talent to support the critical work of local charities. Watch for event announcements both spring and fall.

Charity Golf Tournaments
Considered among the area finest golf events, and supported by best-class corporate sponsorships, a spring tournament is played at Palm Desert; a fall tournament is played in Riverside. Call the Foundation to add your name to the Invitation List.

Annual Wine Extravaganza
This May event is much more than an opportunity to sample the creations of more than 50 local winemakers. Area restaurants provide delicious samples of their menus as an accompaniment. The event concludes with an auction, giving attendees the opportunity to go home with cases of their favorites.

Lights for Little Lives
Held annually on New Year’s Eve, Lights for Little Lives is a celebration of new life—children born during the calendar year—and memorializes area children whose lives were lost as a result of illness or injury.

Foundation Office
71475 Birkman Avenue
Suite 5
Riverside, CA 92506
Office/Hotline: 951-680-9966
Fax: 951-680-9981

Desert Chapter
78186 Via Formosa
Palm Desert, CA 92260
Phone: 760-857-5753

Founders
Sonya Evans
Tom Evans

Board of Directors
Susan Lowe, Chair
Angela Alcaraz, Vice Chair
Beverly Brodeur, Treasurer
Karyn Graff, Secretary
Bob Field, Past Chair

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Elliot E. Egan
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Pauline Liebman
Bud Lappano
Sonia Martin
Chris Miller
Mike Morelli
Nathan Parra

Anne Rogers
Rob Bollard
Michelle Van Dyke
Lupu Vazquez
David Warner
Mario J. Zapata

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.¹ 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.²
- Interest that may be tax-deductible (ask your tax adviser).
- 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.

¹Your solar energy provider can explain the basics of utility rebates and the tax credit program (Residential Solar Investment Tax Credit—IR Code Section 25D). However, you should consult your tax adviser for detailed questions regarding the federal and utility incentives associated with the solar energy rebate program.

²The promotion consists of $1,000 in incentives that includes a $750 discount off the total cost of the 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 $250 discount will be reflected on the customer’s purchase order. Customer must apply for a home equity financing account between 6/7/2010 and 6/30/2010. Costs associated with installing a residential solar energy system that are eligible for the 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 4/30/2011 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.

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Wildlife Art Festival

The 28th annual Wildlife Art Festival at the San Bernardino County Museum in Redlands will take place on Saturday, Nov. 20 from 9am to 5pm and Sunday, Nov. 21 from 9am to 4pm. Along with featured artist Robert Steiner, 23 prominent artists will exhibit paintings, sculptures, carvings, and limited edition prints in the museum galleries. The festival is organized by the San Bernardino County Museum Association. Festival admission is $8 (adult), $6 (senior and military), $5 (student), and $4 (child 5 to 12). Half-price admission is offered between 9 a.m. and noon on Saturday and Sunday. Children under 5 and Museum Association members are admitted free.

The festival kicks off on Friday between 6 and 9:30 p.m. with “An Evening with the Artists.” This reception, which includes the introduction James Hautman, this year’s Federal Duck Stamp competition winner, is open to the public. The cost for the reception is $10/person, with festival sponsors and Museum Association members invited at no cost. Reservations are required.

The festival also includes the top entries from this year’s Federal Duck Stamp competition. Children’s art is represented by classroom and family projects for the Tom Bennett Children’s Art and Environmental Science Competition. Family Fun Day activities are centered around art and the natural world are scheduled on both days of the festival.

Festival History

The Wildlife Art Festival began when top paintings from the Federal Duck Stamp Contest were first shown on the West Coast in 1983 at the San Bernardino County Museum. From this exhibit of small, exquisitely detailed paintings, the festival has grown and evolved over the years while maintaining its focus on wildlife and conservation. Twenty-eight years ago, the event was called the “Waterfowl West Festival,” and art works featured water birds. As more artists sought to enter their works in the festival, a wider range of wildlife paintings was accepted into the event. This year, participating artists will show subject matters related to the natural world.

Festival Artists

Since 1987, a “Featured Artist” has been selected every year to produce a work of art as a signature piece for that year’s event. This year, Robert Steiner from San Francisco, will present a painting created especially for the festival, “Yellow Lab at Tule Lake.” Steiner is America’s foremost duck

continued on page 39
Australian Clothing Company, Cotton On, Makes Its Inland Empire Debut at Ontario Mills

Eager holiday shoppers will have even more fashion forward stores to choose from when Ontario Mills, California’s largest outlet and value retail shopping destination, welcomes Cotton On, its first and only store location in the Inland Empire, during late November. “Just in time for the holidays, we are proud to continue our trend of adding even more incredible stores to our already impressive outlet and value retail mix,” said Marc Smith, general manager at Ontario Mills. “Cotton On will provide our shoppers with even more selection at an amazing value.”

Founded in 1991 in Victoria, Australia, The Cotton On Group is renowned for offering globally relevant fashion at affordable prices. Cotton On has evolved into a fashion destination, offering young men and women cutting-edge trendy clothing and accessories, including t-shirts, cardies, jeans, footwear, sleepwear and more. With a significant presence in Australia, New Zealand, Singapore, Hong Kong and Malaysia, the brand continues to expand across the United States. Cotton On will be located in Neighborhood 4, near Old Navy.

Cotton On will be the latest retailer to join Ontario Mills’ evolving collection of more than 200 popular outlet and value retail stores. By early 2011, Ontario Mills will welcome a greatly expanded Forever 21 and Burlington Coat Factory, plus the addition of Sports Authority, as well as more convenient entrances and extra parking.


For more information about Ontario Mills’ special events and promotions, and for a complete list of retailers, please call (909) 484-8300 or visit www.OntarioMills.com.
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| **City**     | **19,121**            | **19,121**            | **0**           |

Source: Data from U.S. Census Bureau, Economics & Politics, Inc. Mortgage payments based on 3% down, 30-year term at 4.34% rate (3.50% for jumbo loans).
The Boys & Girls Club of the Coachella Valley accepted a $45,000 check to help build a new clubhouse in Desert Hot Springs.

The donation was from Mission Springs Foundation, a Desert Hot Springs-based nonprofit group.

“We are very excited to be in this community and be able to provide a much-needed service to the city’s residents, especially the youth,” Quinton Egson, chief professional officer of the club, said.

For more information on The Boys & Girls Club of the Coachella Valley visit www.bgcofcv.org.

The Yucca Valley Republican Women Federated had the Yucca Valley Chamber of Commerce hold their ribbon cutting ceremony of their Republican headquarters.

Present to celebrate is Yucca Valley Republican Women Federated President, Margo Sturges, Yucca Valley Chamber of Commerce President David Eckenberg, YVROC Director Megan Wilson and YVROC Ambassador Bob Connors as well as their members, supporters, and Republicans.

For more information on The Yucca Valley Republican Women Federated (760) 680-6183 or visit www.yuccavalleyrepublicans.org.

President Dan Jessup of Palm Springs Chamber of Commerce introduced Nona Watson as the new chief executive officer. Watson has more than 20 years of experience with chambers of commerce. She started her chamber career in Victorville, as the administrative assistant for the Victorville Chamber of Commerce.

For more information on Palm Springs Chamber of Commerce visit www.pschamber.org.
When a person or business joins mytradeamerica.com, the initial fee can be earned back to the member simply when your referrals join too. Refer to mytradeamerica.com for the affiliate details. Do you have a product or service you’d like to trade with your business friend? Here’s how you do it: mytradeamerica.com. Perhaps you and your friend could trade for a motorcycle, camping equipment or bed and breakfast accommodations and make a weekend trip out of it. Remember when you join mytradeamerica.com you’re bringing something someone else needs or wants. Get the picture? That is so awesome!

Barter Exchange—Helps
All at mytradeamerica.com the list of bartering exchanges are past 50K. A barter member can wake up and drink coffee, go to the gym and go online—all three services are available at mytradeamerica.com to name a few. Later that morning they can schedule their cleaning, landscaping and maintenance services all done from the mytradeamerica.com barter directory. Amazing! Years ago settlers established themselves in a new territory by bartering. Go visit mytradeamerica.com today and settle your new or existing budget and establish your business in an age-old practice that’s still working today!

Barter network — available today
mytradeamerica.com is by far the best way to save cash in newspaper, radio and magazine advertising. Brochures and business cards can be traded too. Then a mytradeamerica.com member can trade for a mailing list, a marketing consultant and signage. A business person can make a list of what they need and, one by one, propel their business into the marketplace. It works, so go to mytradeamerica.com, sign up and make your day count!

Business Barter Network
An example: A cleaning service barter member goes to breakfast with his buddies at a local barter members’ business establishment and treats them for a meal. They are amazed when he insists on paying with barter bucks. He tells them when the business closes for the evening, his crew will come in and clean up, getting the restaurant ready for the next day. This exchange was done at mytradeamerica.com. WOW! When the restaurant owner greets them with the coffee pot, he introduces himself and gives the new customers coupons to come back continued on page 31

“Time Out”
With Bill Anthony
Join Bill “The Ambassador of Good Taste” as he reviews gourmet food, travel and world famous restauranteurs—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.
Imagine: five years, 10 years, decades of your life you have poured into this company. All of a sudden, this bright-eyed, overly enthusiastic, (more often than not younger) hotshot barrels in and steals all of the boss’ favor, attention, and resource. You feel so old. Useless. Used up. Nobody knows the trouble you’ve seen or your sorrows. Can you just hear the strings of sorrow, resentment, frustration, and silent upset waiting to happen in the background? Sad to say this is the experience of many veteran employees when the boss makes new hires.

When there is tension, resentment, and frustration in the background between you and your direct reports, you lose money. The veteran (VP, project manager, director, entrepreneur, or any position in upper management) has rich knowledge and experience and the new powerhouse has passion. But because of resentment they will not work together and if they do, the work is tense, strained, hostile and counter-productive. Each employee feels threatened. Threatened like their survival is at stake. The brain cannot tell the difference between a real or imagined threat. The same circuits in the nervous system that go off when a person thinks they are being followed by a murderer on a dark street is the same circuits that go off when a new person enters a familiar situation or when an establishment person doesn’t get returned calls from the boss. Survival ensues. When corporate leaders of any kind are in survival mode, they cannot think, let alone create new solutions, in partnership with the person who looks like the boss is kicking them to the curb.

As the CEO, CFO, owner, dean, president, or leader you can greatly alleviate this tension and potential loss of revenue by doing the following to minimize threat and maximize reward:

1. Listen “for” — Listening for is different from listening to. Listening to you hear the words; listening for you hear the heart. When you listen for, you put your attention on what this person is trying to express. Ignore the words. Listen for where that person is coming from and what they really want you to hear. They may say, “Newbie is arrogant and doesn’t know the history of our company” what I hear, “I know things that Newbie doesn’t and I want you to value that as much as Newbie’s passion, and I want you to let Newbie know that I have value here.” If you put your attention on listening for what that person is not saying and then address it, you will move the veteran out of survival.

2. Leaving others known — when you leave a person known, you speak directly to what they value emotionally and intellectually. Employees are people before they are job descriptions. They need to know that you as the boss respect them emotionally and intellectually. The way you discern what they value is to pay attention to what their actions demonstrate they value. This may be different than what they say. One newbie employee may say she values autonomy but she is always at your door letting you know what she has just accomplished. What she values is recognition. Or the veteran employee may say he values teamwork but he is always self-imposing his opinion and leadership onto the other employees without their consent. He values respect and authority. People’s behaviors tell you what they value. Paying attention pays.

3. Public Acknowledgement: People require care. Most people have been trained not to ask for acknowledgement for fear of looking egotistical. Yet acknowledgement, specifically in front of peers, is not based on tangible results, creates a sense of certainty and fairness in the eyes of all. When you acknowledge your employees, be they veterans or Newbies, they have the experience of being validated without having to beg for it. This public acknowledgement raises their perceived stature in the eyes of their peers and that builds confidence and connectedness. The fair public acknowledgement also levels the field and lowers threat.

4. Shared Experience: Create an occasion where the veteran can teach the Newbie something and the Newbie can energize something the veteran is passionate about. Make the project light and fun. It could be planning a team outing or a fund-raising event. It could be a presentation for the board of directors about the future of the company by combining each of their unique talents. You want them to have benefit from each other. Create a low risk, low threat situation where they can learn from each other.

5. 3 Step Clear Space Process: If there is bad blood between the veteran and the Newbie, here is a 3-step process that works every time: Write down the answer to the following questions:

1. What am I willing to give?
2. What requests am I willing to make?
3. What am I willing to forgive?

When people have the opportunity to say what they are willing to do, ask, and forgive, they can find out what the true broken trust is and you can start to craft projects and opportunities that tie directly to what they value. By so doing, you are working in partnership with them instead of superimposing your will. This partnership creates a safe, transparent space to work and alleviates stress. Forgiveness is a grace and when a person is willing to forgive others their human failing, there is the opportunity to bring creation instead of reaction into the work place.

People require care. By acknowledging the talents and rich resources of each of your direct reports, you create an environment that is safe for people to grow. When you minimize threat by listening for, leaving people known, acknowledgement, shared experience, and clearing space you maximize reward in the form of peace of mind, team work, and creativity. Stress leaves the workplace when each team member is recognized and respected for what they bring to the table both intellectually and emotionally.

For more information please visit http://www.creationconsultingpractice.com or call 214.551.9233.
Real Estate... continued from pg. 19

Brian Zurawski and Chuck Belden of Cushman & Wakefield represented Smart & Final in the transaction. Watson Land Company was represented by Michael Chavez, Bill Heim and Eloy Covarrubias of Lee & Associates.

EastGroup Properties Gets REPET Business at Chino Property

In the city of Chino, EastGroup Properties has leased a 100k sf industrial space for 10 years to REPET, Inc, a plastic recycling company. The property is located at 14207 Monte Vista Avenue, south of Edison Avenue and east of the 71 Freeway and very close to the 10, 60 and 57 Freeways.

The property features excess trailer storage, rail access and a direct connection to the Santa Ana Regional Interceptor (SARI) Line that provides industrial users with an environmentally-friendly and convenient way to dispose of high-saline waste.

Sam Foster, Mike Fowler and Chris Brandt of Jones Lang LaSalle, along with IDS Real Estate Group, represented EastGroup Properties in the deal. Tony Phu of Colliers International represented the tenant. The property is managed by IDS Real Estate Group, a leading real estate services firm with offices throughout Southern California.

EastGroup Properties is a real estate investment trust focused on the acquisition, development and operation of industrial properties, primarily distribution facilities near transportation hubs, in major Sunbelt markets in Florida, Texas, Arizona and California.

Business Helping Families Annual Holiday Food and Toy Drive Open House and Business Connections BBQ in cooperation with Montclair Human Services Division

Bring your toys, food and/or monetary donations and enjoy a casual lunch and holiday entertainment. All donations will directly benefit Montclair Families.

Thursday, December 2, 2010
Montclair Chamber of Commerce
5220 Benito Street
12 noon - 1:30 p.m.

Bring your donation and enter to win tickets to the Ontario Reign.

Donations can be dropped off prior to the Open House at the Chamber Office or at any participating business location. If you are interested in taking a donation box for collection please contact the Chamber.
Drive Dates
November 15 - December 9

Montclair Chamber of Commerce Ambassador Corp.
(909) 624-4569 | www.montclairchamber.com

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 40 cities in Southern California.

To help, or make contact, please contact The Unforgettables at 951-460-9996 or www.theunforgettables.com.

The Unforgettables Foundation
Because every child is unforgettable...

 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 7:00am every Wednesday morning at Country Folk Restaurant on La Sierra. For more information or to be a part of this great organization, please call Mike Stong at (951) 343-0982.

Monday November 15, 2010
Riverside - Arlington Kiwanis Club Presents...

Unforgettable Kids Charity Golf Tournament

To benefit:

The Unforgettables Foundation
Because every child is unforgettable...

ordinary people performing extraordinary work

Invited PGA Star
Tom Pernice Jr.

Victoria Club
Riverside, California

Mike Stong
Tournament Chairman
951-343-0982
mike@stongsurety.com

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

Pin Flag Sponsor
Riverside Physician Network
Since 1950, positive connection to care

Dinner Sponsor
at&t

Cart Sponsor
Premier Service Bank

Business Players

Invited PGA Star
Tom Pernice Jr.
My Trade...
continued from pg. 28

to the business. He also tells them he traded all of his bak-
ing equipment, utensils and advertising in trade at mytradeam-
erica.com and a new member made dinner reservations to celebrate a birthday later that evening. There are hundreds of applica-
tions available at mytradeam-
erica.com both for business

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10 Keys...
continued from pg. 3

6. Check your E-mail’s Spam Score: Here is one service that I recommend: http://www.thecassiopeia.com/ Portal/SpamTest.html. There are many more out there, and using as many as possible is advised.

5. Tracking Tradeoffs: Realize that the more you do to track things like open rates, click through rates, etc., the more likely your e-mail is to be seen as unsolicited and the less likely it is to reach its intended recipient.

4. Response Options: Give the recipient of the e-mail the option to reply to the e-
mail they have received, go to a website, or pick up the phone and call you. More options for response = more response.

3. Use a Dedicated Domain: If your company’s main website is www.abc.com, don’t use that domain for your marketing campaigns, use a dedicated domain just for your marketing campaigns, such as www.abc-email.com. This prevents your primary domain and company website from ever being effected by com-

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10 Keys...
It happens just about every six months, give or take. It should be happening again any day now, just before Christmas.

Your computer, or some new device, becomes outdated as a newer one is announced. It happened to me at the start of September. Just as I finished writing my report to you on the new iPod Touch, Apple announced the new iPod Touch. Mine does not have the new internet videophone function. It doesn’t have the new Retina function, whatever that is.

My neat-bandito new iPod was two weeks old, and it was obsolete. This is why people are lining up in front of the stores like they were waiting for the new Harry Potter movie. They don’t want their devices to become old.

You may remember a decade ago, when I wrote of the first iPod. Who could imagine a little plastic box, no bigger than a pack of cigarettes, that could hold 1,000 songs with no moving parts. Of course, now iPods can be no bigger than a stick of gum, or a postage stamp (more on that one next month) and play at least as many recordings. The Touch holds as many songs as three or four radio stations and does about 100,000 other things thanks to the “apps.”

In fact, right now, the new iPad has been updated. So have all of the iPods. There is a newer, slimmer MacBook Air, and the desktop iMac. Everybody but Apple acknowledges that the new iPhone, due out in January, will work on Verizon instead of AT&T. Many of us don’t want AT&T and welcome the new Verizon version of the iPhone. Apple, as I said, claims no idea what I am talking about, but everyone from the New York Times to Rolling Stone says it’s on the way.

You PC people have not been forgotten. Microsoft is releasing their own Windows phone. And any numbers of companies are about to release a pad-style portable.

Needless to say Ontario’s own Macally is keeping busy. They are a “third party” company who produces covers and holders and other items that slide over or around your new device. In order to compete, they have to attend conferences several months ahead of time to know, for example, what continued on page 37

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In August 2010, the CA Employment Development Department estimated that the Inland Empire was down 22,500 jobs—2.0% from August 2009 (Exhibit 4). It appears that the average lost for 2010 will be -28,444 jobs (Exhibit 4). That would follow a loss of -92,692 in 2009, the region’s modern record. The area’s August 2010 unemployment rate of 14.8% was just above the 14.2% last year. While negative, the size of the job gap to 2009 has narrowed each month.

CLEAN WORK, GOOD PAY: -4,200 JOBS (-2.2%) Since August 2009, the Inland Empire’s highest paying sectors lost 4,200 jobs (-2.2%). Utilities (-1.7%) and mining (9.1%) each added 100 jobs, a surprise given the housing slowdown. Higher education loss -100 (-0.7%). Budget difficulties caused federal and state governments to lose -200 positions (-0.5%) and local governments to drop -2,300 (-2.8%). The disappointment was a loss of 1,800 jobs in management and professions (-3.9%).

CLEAN WORK, MODERATE PAY: -5,600 JOBS (-2.2%) With less money coming into the Inland Empire’s economy, sectors that primarily pay moderate incomes to white collar workers lost -5,600 jobs (-2.2%). Health care was up 500 jobs (0.5%) with slower out-patient office and hospital growth. Administrative support was flat as the economy’s general shrinkage moderated. Publishing/information lost -600 positions (-4.0%) as its long term decline continued. The financial sector lost 1,100 people (-2.6%) due to the impact of the mortgage crisis. The economy’s second largest loss was -5,300 jobs in K-12 education (-5.3%) with the budget crisis.

DIRTY WORK, MODERATE PAY: -9,800 (-3.7%) From August 2009-2010, the Inland Empire’s blue collar sectors that fundamentally drove its economy lost -9,800 jobs (-3.7%) compared to -40,660 last year. Distribution and warehousing gained 500 jobs (0.5%) as the growth of imports through Southern California’s ports began affecting the area. Manufacturing saw its -1,600 jobs (-1.5%) gains grow small. Many areas were offset by the loss of construction clients. Construction dropped -8,500 jobs (-12.6%) with a lack of residential and non-residential building. However, the sector added 2,000 jobs from its February low, indicating some life.

LOWER PAYING JOBS: -2,200 (-6.0%) With the recession moderating, the drop of population serving jobs was just -2,200 (-6.0%) far below the -20,300 last year. Employment agencies added 900 jobs (2.2%), a sign that recovery is coming. Amusement was up 900 jobs (6.4%) and accommodation off only -0.7% as tourism started back. Agriculture added 200 jobs (1.6%) with a better growing season. Social assistance was off -300 (-2.1%) with budget difficulties. The greatest weakness were due to local high unemployment (14.8%) with consumer services down -700 positions (-1.9%), eating & drinking off -1,300 jobs (-4.4%) and retailing losing -1,800 jobs (-1.2%).

COMMENT The hoped for recovery in 2010 has turned into another loss of jobs, albeit far less than in 2009. It appears that positive year over year figures will not emerge until at least December.
## 2010 EDITORIAL SCHEDULE

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## 2011 EDITORIAL SCHEDULE

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LifeStream Names Lisa Lewick GM of La Quinta Donor Center

Lisa Lewick has been named general manager of La Quinta Donor Center. Lewick will supervise all functional areas of the center, including medical personnel, mobile unit staff, donor recruitment and community relations.

“We’re fortunate to have someone of Lisa’s caliber accept the general manager position,” said Frederick B. Axelrod, M.D., president and CEO of LifeStream. “The management and leadership skills she developed in her previous positions translate well to the management role at the donor center.”

Prior to coming to LifeStream, Lewick worked as sales and advertising manager for a major homebuilder, for whom she was involved in marketing, model home design and merchandising. In addition to overseeing marketing efforts, she managed teams that included engineers, architects, landscaping and construction crews, and designers.

LifeStream, formerly Blood Bank of San Bernardino and Riverside Counties, was founded in 1951 as a private, not-for-profit 501(c)(3) organization by the medical societies of San Bernardino and Riverside counties. LifeStream serves more than 60 medical facilities and receives more than 500 donations daily in order to support 175,000 transfusions annually.

For additional information, please contact LifeStream at 800.879.4484.

Licensee Education on Alcohol and Drugs Training for Alcohol Retailers in the City of San Bernardino

The California Office of Alcohol Beverage Control (ABC) will conduct a Licensee Education on Alcohol and Drugs (LEAD) Training for owners, managers and employees who sell and serve alcohol in the City of San Bernardino. The free training is certified by the State of California and includes information related to state and local alcohol laws, liabilities, community standards, checking ID, identifying and refusing sales to minors, and identifying and refusing sales to intoxicated persons.

The LEAD training is scheduled for Monday, Nov. 15, 2010, from 1:00 p.m. to 5:00 p.m. at the San Bernardino City Hall building located on 300 North D Street, in the basement conference room. Complimentary parking is provided on the 5th level of the parking structure next to the City Hall building. Participants will receive a 2-year LEAD certification card issued by ABC. Since seating is limited, participants are urged to register by calling (909) 387-6288.

This training is sponsored by the County of San Bernardino Department of Public Health in collaboration with the City of San Bernardino, and other local agencies to promote responsible alcohol sales and service.

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The McRib Returns

It’s like running through a field of four-leaf clovers. It’s like finding a unicorn chillin’ at the fountain of youth. It’s like a hundred Christmases slathered in barbecue sauce. It’s the return of the McDonald’s McRib sandwich. And, to many people, it’s an event to get excited about.

The McRib phenomenon is something special in fast food. It’s an incredibly popular pork sandwich (cut to look like a short stack of ribs) that only appears once every so often. Despite fans clamoring for it to become a full-time member of the McDonald’s menu, the folks at the Golden Arches unleash its pork-flavored fury only once in a while. That time is now.

In times past, the McRib has appeared just once a year at select restaurants. This caused devoted (or maybe cheerfully addicted) disciples of the sandwich to drive hundreds of miles out of their way to acquire this beast of a meal. It was as much about the pursuit as it was the taste.

This year is different. The McRib (which contains 26 grams of fat, FYI), will appear at every Mickey D’s for six weeks. Why is it so popular? An excellent article from Sharon Bernstein quotes one Brian Goodman, 27, of Grand Forks, N.D., talking about his devotion to the sandwich: “I am a huge fan of the McRib, and I am glad to have it back,” he said. “I just happen to find this really gross, deformed pork patty to be delicious.” That pretty much says it all.

The sandwich was lampooned during an episode of “The Simpsons” in which Homer drove all over the country to different Krusty Burger restaurants in search of a McRib-type sandwich. Once the Simpsons makes fun of you, you know you’ve become part of pop culture. McDonald’s spokeswoman Tara Hayes told AFP that the McRib’s limited availability “helps to keep fans passionate about the product.” Only a sandwich “so delicious, so special, so elusive, and so legendary could create such a widespread affection among its fans,” Hayes said, pointing out the last time it had been offered in all restaurants nationwide was in 1994.

Indeed, the McRib’s cult following is something that many acknowledge, but few can explain. There may be basic psychology at play—continued on page 39
Ad Club Speaker: Legal Issues in Social Media

The local ad club is sponsoring a speaker who specializes in social media law on Nov. 11 in Rancho Cucamonga. The presentation is open to the public.

Author and legal expert Jim Astrachan will discuss legal guidelines for those involved in creating mass communications through social media. His presentation, “From Frankensteins to Vanna White” will also cover the Federal Trade Commission’s (FTC) new guidelines about transparency in social media.

The event, with limited seating is scheduled for Nov. 11 at Copies & Ink, 10722 Arrow Route, Suite 102, Rancho Cucamonga, from 11:30AM-1:30PM. Lunch from Panera will be provided. Cost is $10 for ad club members and $40 for the public.

Victoria Seitz, PhD., president of the Inland Empire Chapter of the American Advertising Federation (AAF) and a professor at Cal State San Bernardino in marketing and advertising, said, “This is one of the most important presentations we are sponsoring this year. Jim will discuss the guidelines for advertisers and agencies to make sure they are not engaging in deceptive practices. Everyone involved in social media communications should attend. Please register in advance since this event will fill up fast.”

Astrachan said, “When serious claims over ads are lodged, agencies and in-house employees are fired. Do you know what to do? You better, because judgments for illegal ads have topped 40 million!”

The presentation will cover the six don’ts: Don’t steal an identity, don’t steal a copyright, don’t infringe a trademark, don’t mess up in foreseeable ways, don’t misrepresent the qualities of your products, or your competitors! And don’t violate the FTC’s social media guidelines.

According to Seitz, the presentation will also cover: bloggers’ endorsements and testimonials, liability of advertisers for false statements, liability for failure to disclose connections between advertiser and endorser, use of disclaimers, endorser liability and illegal use of street teams.

Astrachan is co-author of the six-volume legal treatise, “The Law of Advertising and Mass Communications,” published by LexisNexis/Matthew Bender. He is also a columnist for The Daily Record, adjunct professor of law at the University of Maryland School of Law, a principal of Astrachan, Gunst, Thomas, Rubin, PC and a national speaker on advertising law.

For more information or to reserve your place, visit http://aaf-inlandempire.com

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I n second quarter 2010, the Inland Empire recorded 18,392 seasonally adjusted existing and new home sales. Volume has slowed 11.8% during the past five quarters since reaching the 20,865 sales in the first quarter 2009 (Exhibit II). For the first six months of 2010, the inland region was responsible for 38.3% of all home sales in Southern California (Mexican border to Ventura County).

SALES. Riverside County had 10,564 existing home sales in second quarter 2010, down -10.1% from 2009. As record closings come at the end of escrow, this included many sales from the first quarter. Coachella Valley had the largest percentage gain, rising to 1,590 units (+8.8%). Perris, Hemet, San Jacinto was the volume leader (2,345 +20.3%). The county recorded 1,349 new home sales in second quarter 2010, up 3.7% from 2009 (Exhibit II). Corona-Norco led, growing 71.0% to 330 units. The area was also the volume leader ahead of Murrieta, Temecula, Lake Elsinore, Wildomar (301 +2.0%).

San Bernardino County’s existing home sales fell -11.6% to 7,276 units from second quarter 2009-2010.

Redlands, Loma Linda, Yucaipa area had the largest percentage gain, rising 21.4% to 436 units. The Victor Valley led in volume (1,811 +19.9%). The county’s second quarter 2010 new home sales rose to 378 units, up 14.5% from 2009. Sales in Fontana, Rialto, Colton, Grand Terrace had the best performance, up 67.0% to 166 units. The volume leader was the rest of the 1-15 freeway (227 +27.4%).

PRICES. Riverside County’s second quarter median new home price was $287,500, up from $281,500 the prior quarter and up 4.5% from 2009 ($275,000) (Exhibit II). In second quarter 2010 median existing home price was $220,000, up 16.3% from $172,000 in 2009 and above the prior quarter’s $190,000. San Bernardino County’s median new home price was $285,000 in second quarter 2010, down -1.7% from 2009 ($290,000) and below first quarter’s $298,250. Its existing median home price of $150,000 was up 11.9% from 2009 ($134,000) and above first quarter’s $145,000. Southern California’s second quarter 2010 new home price of $387,700 was up 6.4% from 2009 ($364,300). The region’s existing home price of $311,100 was up 16.9% from $266,200 in 2009.

Note: The Inland Empire’s median price for all homes is much cheaper than for Southern California’s coastal counties. Differences range from $100,000 to Los Angeles to $336,000 to Orange (not shown).

The future. With affordability at record levels, interest rates low and second quarter 2010 prices up, it appears that a firm floor has been put under prices in the Inland Empire’s housing market. Volume however has fallen with the end of federal tax credits. Looking ahead, the key will be the dissipation of consumer fears, the willingness of banks to lend and the share of the large volume of “underwater” homes that become delinquent, are taken by lenders and put on the market.
So, What’s...
continued from pg. 32

Many things that we have come to consider a part of our lives were seen coming far down the track. I wrote of flat screen TVs back in the 90s, but they were a curiosity back then. Today, they are the standard. Old cathode ray tubes have gone the way of, well, CRT computer screens. The VCR got replaced by the DVD in about a week. Things have gotten so that the FCC replaced the old analog TV signals with digital. (We saw that coming.) And that opened up enough bandwidth to allow the new smart phones to operate. Now we can sit in a coffee shop and communicate with the office, a girl friend or family members in Switzerland. (My niece is going to school there.)

Had I told you 10 years ago that vinyl records were going away, along with turntables, would you have believed me? Had I told you 10 years ago that vinyl records were going away, along with turntables, would you have believed me? Would you have believed, when I started writing this column in 1995 on my 500 megabyte computer, that 300 gigabytes would be the norm by now? Pagers used to buzz. Now smartphones ring from anywhere you may be. And you can assign different ringtones to different callers. The DMV says drive hands free and Bluetooth gives you the power to talk with both hands on the wheel. Come to think of it, your car doesn’t need a key to start any more and the headlights go off automatically.

George Jetson and Captain Kirk only wish they had what we have in 2010. And there is more to come. How do I know? I cheat. I get advance info from the computer companies just like Macally does. Last spring I met with people who had come to town to introduce 3D home flat screens to the market. They told me that ESPN was going to have a 3D channel and that George Lucas was digitizing his “Star Wars” movies for Blu-ray release. Now both have been announced and should be here by Christmas. (You saw it here in the Business Journal first.)

Others have told me that the desktop computer, as we have known it, may become a thing of the past. The pads and notebook computers and smart phones will do most of the work.

World communications will allow more and better connections. Some ideas will fail. They have in the past— Quadraphonic sound, new Coke. Some will replace everything you are lining up for this holiday season. Our technology grows and expands exponentially. Remember that World War II began with horses pulling cannons into Poland and ended with the launching of a nuclear strike four years later.

Ten years from now you will be amazed all over again at what we will all share as common, expected parts of our life.

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

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100% of your donation goes toward programs — 0% goes toward overhead.
Once upon a time, perhaps as long ago as the year 2000, General Motors Corporation was the icon for what many still considered to be the all-powerful U.S. automotive industry. Furthest from the thoughts of most captains of industry, economists, and business school gurus was the possibility that within nine years GM would become the largest wreck on the highway to economic disaster.

As author Alex Taylor puts it: "Because of its size and history, its products, and its advertising, General Motors, along with brands like Chevrolet and Cadillac, is a name instantly recognizable to people everywhere. "Before their eyes...this great company—hailed as a monument to superior corporate management, technological achievement, and produce excellence—spiraled downward for 40 years before it crumbled into bankruptcy in 2009 and had to be rescued by the federal government. For years, GM was the largest automaker in the world and utterly dominated the American market. Now it is struggling to justify the investment of 50 billion dollars in taxpayer money to keep it alive."

The auto industry, unlike the banking industry, couldn’t claim that too many cars were sold to people who couldn’t afford them. What was the problem? The ancient Greeks had a name for it: hubris. According to author Taylor, the company’s management couldn’t conceive that “the GM way” had any flaws in it, even as late as six months before the bankruptcy. He comments: "In many ways the story of GM is a tragic one. The company fell because diligent, well-meaning individuals with traditional American values of thrift and hard work couldn’t do things well enough despite years of trying to keep the company competitive and safeguard it from an economic downturn. In retrospect, it is shocking. In my more than 30 years of covering the auto industry, the vast majority of GM’s I’ve met have had been smart, sincere, dutiful, and diligent. But in working for the largest company in the world, they became self-referential, inwardly focused, and wedded to the status quo—traits that persisted even when GM was on the brink of collapse. They preferred stability over change, continuity over disorder, and GM’s way over anybody else’s. Those personality defects turned out to be fatal."

At its peak in the 1950s and ‘60s, GM joined other U.S. companies in posting its diversification into other businesses, some related to GM’s core business of selling cars and trucks, and others less so. It was the era financing cars through GMAC that made some sense and a lot of money for GM. Getting into the personal finance and home mortgage made less sense. A case could be made for buying EDS from Ross Perot, so GM made it. Ross Perot came along as part of the package including a generous portion of GM stock. Perot, the poster child for red-blooded American entrepreneurial talent, at first couldn’t believe the head-in-the-sand approach GM took to problem solving nor the bureaucratic hardening of the arteries that plagued the company. The author also goes on to note that although the leadership at GM wasn’t oblivious to the impact of the Japanese and Korean auto industries, they didn’t seem to learn much from them either. As a case in point Taylor cites the fact that it was far from a closely held secret that Toyota often shared parts among their various makes and models. It helped reduce both their overall and unit costs. It was something that rarely, if ever, took place in GM. “Sixty to Zero,” offers a thorough look, warts and all, at what has happened to the American auto industry during the past 20 years. It may be a reverse Horatio Alger story, but it’s one we can learn from if we have the courage look, listen, and do what has to be done. --Henry Holtzman

By Alex Taylor III, Yale University Press, New Haven, Connecticut; 2010; 241 pages; $26.00.

Best-selling Business Books

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

1. “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(5)**
2. “The Big Short: Inside the Doomsday Machine,” by Michael Lewis; (W.W. Norton...$27.95(1)
3. “Delivering Happiness: A Path to Profits, Passion, and Purpose,” by Tony Hsieh (Grand Central Publishing...$23.90(2)
4. “Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial Systems - and Themselves,” by Andrew Ross Sorkin (Penguin Group...$22.95(3)
5. “Crisis Economics: A Crash Course in the Future of Finance,” by Nouriel Roubini and Stephen Mihm (Penguin Group...$27.95(4)
6. “The Big Short: Inside the Doomsday Machine,” by Michael Lewis; (W.W. Norton...$27.95(1)
7. “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(5)**
8. “Blink: The Power of Thinking Without Thinking,” by Malcolm Gladwell (Little, Brown & Co...$15.99(7)
9. “The Mighty Fall: And Why Some Companies Never Give In,” by Jim Collins (HarperCollins...$23.95(8)

(1) -- Indicates a book’s previous position on the list.
** -- Indicates a book’s first appearance on the list.
Top Ten... continued from pg. 16

people want it all the time because they can only get it every so often. It’s like a sandwich that plays hard to get. Plenty of people are pulling out all the stops to nab one (or 12) for themselves. Web searches on “mcrib locator” are up over 80,000% through the roof. Just remember “mcrib locator” are also “mcdonald’s” are up over $36 million for related medical treatment val-

Desert Cancer... continued from pg. 1

Officers returning for another year are Diane Vice President/Marketing Scott Burch, principal of Scott Burch Design, Susan Sagle, Vice President/Client Programs, retired oncology nurse, and Secretary Lilli Mandelik, healthcare executive. Founded in 1994, Desert Cancer Foundation (DCF) is a non-profit organization dedicated to assisting residents in the Coachella Valley and surrounding communities who need financial assistance in obtaining screening, diagnosis and treatment for cancer. To date DCF has funded cancer related medical treatment valued at over $36 million for local residents. More information is available at www.desertcancerfoundation.org.

10 Keys... continued from pg. 3

ent would receive from a co-worker, colleague, or fellow professional/executive, the more likely they are to open it. Open with the person’s name, end with a signature line, have the e-mail actually come from a person instead of a generic e-mail, etc.

1. Be CAN-SPAM Compliant: Don’t be deceptive with the subject line, include a full signature line with address and phone num-

“The Hammer”... continued from pg. 44

remember its always “Hammer Time.”

Fred “Hammer” Williamson is a former football player turned actor. He played in the NFL for Oakland and Kansas City Chiefs appearing in Super Bowl I. As an actor, he has appeared in over 80 films. Fred currently resides in Palm Springs and can frequently be seen on courses throughout the valley.

Wildlife...

continued from pg. 23

The Hammer”... continued from pg. 44

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1. Be CAN-SPAM Compliant: Don’t be deceptive with the subject line, include a full signature line with address and phone num-

CSUSB... continued from pg. 1

tice and experience, the development of China’s equity market and CBEX’s establishment as a transparent, justice and open platform for disposing of state-owned equities.

In recent years, CBEX has accumulated countless international projects and investor resources and positioned itself as the top exchange in China’s equity exchange market with an annual turnover around 130 billion Rennminbi (the currency of the People’s Republic of China) by 2009.

CBEX officials posted the CSUSB students’ visit on the main page of the CBEX website. More information about the trip can be found at the following blogs: www.jenelleinchina.blogspot.co m and www.jenelleinchina.word- press.com.

For more information about CSUSB’s Graduate and International Programs, contact Frank Lin at (909) 537-5700 or by e-mail at flin@csusb.edu.

For more information on Cal State San Bernardino, contact the university’s Office of Public Affairs at (909) 537-5007 and visit the university's news site at news.csusb.edu.

For more information about CAN-SPAM compliance, go to:
http://www.ftc.gov/bcp/ed u/pubs/business/eCommerce/h us61.shtm

For more tips and further details on any of the above items, contact a representative at newmerchantservices@gmail. com or call 904-697-1356.

The McRib... continued from pg. 35

people want it all the time because they can only get it every so often. It’s like a sandwich that plays hard to get. Plenty of people are pulling out all the stops to nab one (or 12) for themselves. Web searches on “mcrib locator” are up over 1,000% and related lookups on “mcrib locator” are also through the roof. Just remember to chew before you swallow.

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Wildlife... continued from pg. 23

stamp artist. He won the 1998–99 Federal Duck Stamp Art Competition, and has designed more than 70 state duck stamps to date. He is a graduate of the Rhode Island School of Design and earned a masters degree in fine art printmaking from San Francisco State University.

Bob Steiner won his first duck stamp art competition when he was chosen as the winner of the 1981 California Duck Stamp contest. He has been selected as the “Featured Artist” for the Hudson River Wildlife Art Festival, the San Bernardino County Museum’s Wildlife West Festival, and the Pacific Flyway Decoy Association’s show. He was also awarded an Honorary Lifetime Membership by The Park Rangers Association of California for his outstanding contributions to California’s wetlands preservation efforts.

Other participating artists are Rita Bechtold (Fountain Valley, CA), Cliff Barnes (Burbank, CA), Bill Churchill (Anaheim, CA), Ray Brown Jr (Lake Forest, CA), Barbara Jean Emerich (Boron, CA), Mike Diaz (Ramona, CA), Truong Buu Giam (Westminster, CA), Lynn Freed (Laguna Beach, CA), Carol Heiman-Greene (Orange, CA), Pat Gilmore (Vista, CA), Gary Johnson (Crestline, CA), Lee Kromschroeder (Escondido, CA), Leslie Kirchner (Green Valley, CA), Sally Quenette (Ramona, CA), Linda Merchant (Perris, CA), David R. Rojas (Carmel Valley, CA), Arlene Rheinish (Trabuco Canyon, CA), Pam Stoechler (Klamath Falls, OR), Dennis Schroeder (Junction City, CA), Rob Sutton (Monrovia, CA), Diane Versteeg (Spokane, WA), Linda Bemidji (Bemidji, MN), and Dennis Zervas (Lake Forest, CA).
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DE PARMA
To duck out and de-stress, nothing beats the healing hideaways of Desert Hot Springs. Situated high overlooking the Palm Springs area, Desert Hot Springs’ boutique resorts are known world-wide for natural, healing, and hot mineral water.

Its intimate inns offer an impressive array of soothing spa services—from salt scrubs to spice massages, Finnish saunas to facials, Ayrveda to aromatherapy, power polishes to poolside pedicures, waxing to wraps (with clay and mud and seaweed and many more healing elements) and more.

These desert resorts represent many styles: Mid-century Modern, Moroccan, restored Hacienda, B&B, casual, classic, clothing optional and more. They draw visitors from around the world and throughout the U.S.

There is something very special about soaking in its therapeutic mineral waters—something this city wants you to experience. For years places in California like Calistoga, Glen Ivy, Harbin Hot Springs and the Esalen Institute have drawn people from all over the world to soak in its mineral waters, and the spas of Desert Hot Springs are no exception to this attraction. Desert Hot Springs’ mineral spring water is pure and odor free.

Past History of Desert Hot Springs
To get a better understanding of the history of Desert Hot Springs, visit Cabot’s Pueblo Museum.

In 1913, Cabot Yerxa arrived in the desert as one of its first homesteaders. He built the Eagle’s Nest Cabin—the first permanent building in the area. He dug three wells. The third tapped into the Mission Springs Aquifer—the famed future water supply for the city of Desert Hot Springs.

By 1941, there was talk of building a town around the water supply so Yerxa, an artist, architect, writer, translator, adventurer, discoverer and mystic. Yerxa built a 35-room Hopi-inspired pueblo near the mountains. He hauled sand in a Model T Ford and mixed it with rocks and water by hand. He did most of the construction alone. He toiled for over 20 years on the beloved pueblo and in 1965, at age 83, died of a heart attack.

During a vacation to Desert Hot Springs, Cole Eyraud discovered the property in a state of disrepair. He purchased it, and thanks to his efforts, the pueblo now stands as it did when Cabot Yerxa built it. It has become Cabot’s Pueblo Museum.

Today, the pueblo—a “Riverside County Point of Historic Interest”—houses an amazing collection of Native American pottery, arrowheads, turn of the 20th century photographs (including a group shot featuring Cabot Yerxa and Teddy Roosevelt, a close friend of Cabot’s mother), original oil paintings by Yerxa, a sculpture by Chief Semu of the Chumash tribe (a dear friend of Cabot’s), furnishings (like Buffalo Bill Cody’s chair) and more. It also houses his Alaskan collections—artifacts he gathered while living with the Alaskan Inuits. Among his many achievements, he wrote the first Inuit–English dictionary, which is in the Smithsonian Institution.

When Cole Eyraud died, he left the pueblo to the City of Desert Hot Springs.

Health Benefits of Desert Hot Springs
Balneology is the scientific study of the therapeutic benefits of natural mineral waters. It is especially advanced in Europe and Japan. Balneologists, the people who study mineral waters, will tell you that a good hot soak increases blood circulation and cell oxygenation; soaking stimulates your metabolism (the revitalizing effect), and helps to balance many of the body’s natural systems. Soaking can reduce pain and increase mobility (the good-feel effect). Head to the spas in Desert Hot Springs, where the ‘magic waters’ from a deep thermal aquifer serve up a cocktail for the body and soul.

Over 20 Spas in Desert Hot Springs
Today this tiny Southern California desert town of silky water is home to a range of sensational spas offering everything from salt scrubs to Ayrveda to poolside power polishes.

Some of the spa resorts include Two Bunch Palms, Tuscan Springs, and the El Morocco Inn and Spa. In our next issue of the Inland Empire Business Journal we will be reviewing and publishing an article on the Miracle Springs Resort & Spa with its meeting and banquet facilities serving up to 400. Can’t wait to soak in its mineral pools and enjoy nature at its best!
Hey, this is “the Hammer,” and on Dec. 3 I’m hosting my annual celebrity golf event benefiting the Wounded Warrior Project and other worthy local charities. The event will be held at the historic north course of the Indian Canyon’s Resort, home to the original Frank Sinatra Celebrity golf tournament way back in the swinging 60’s.

Recently opened to the public, after years of being an exclusive private member only club, the Indian Canyons Golf Resort’s north course, was the hip hang out of people like Bob Hope, Walt Disney, Sinatra and the “Rat Pack.” On Dec. 3 you can play there with me and my celebrity friends from the world of sports and entertainment—and its all for a good cause and a worthy charity, the Wounded Warrior Project.

The Wounded Warrior Project is a nonprofit organization whose mission is to “honor and empower wounded warriors” of the United States Armed Forces. The Wounded Warrior Project (WWP) works to raise awareness and enlist the public’s aid for the needs of severely injured servicemen and women, to help severely injured service members aid and assist each other, and to provide unique, direct programs and services to meet their needs. This is the second year we are supporting the Wounded Warrior Project—last year many of my friends from the world of sports and entertainment came out to support the event, which was televised by our sponsor KVCR TV Channel 9.

This year we have a great group of invited celebrity guests, including Smokey Robinson, Berry Gordy, Jim Brown, Jack Jones, Jay Johnstone, Jerry Vale, Elgin Baylor, James McArthur, Joe Mantegna, Richard Roundtree, Frankie Randal, Marcus Allen and many, many from the world of sports and show business. Come and mingle with my celebrity friends and guests both at the tournament as well as the pairings party to be held the night before the event at Pete Carlson’s Golf and Tennis, located on Hwy 111 in Palm Desert from 6 – 9 p.m. Pete will have food, beer, wine, music, contest, raffles, giveaways and a jazz band kicking off the tournament. There will be a putting contest and Mercedes Benz of Palm Springs has generously donated a 2010 Cabriolet as the hole – in – one prize.

After the tournament, there will be an awards ceremony, and Leon’s at the Canyon will serve up a lunch for the golfing participants. There will be trophies for the top three teams as well as prizes for closest to the hole and long drive.

My friend, retired baseball star and sportscaster, Jay Johnstone, will be bringing his collection of sports memorabilia for a silent auction, and there will also be a live auction of some very special one-of-a-kind items.

The Spa Hotel and Riviera Resort have graciously agreed to house my guests, and KVCR TV will be bringing its “Hello Paradise” TV crew to shoot the event as a full half-hour special to be aired this coming season.

Bring your family and friends and support the Wounded Warrior Project. A good time will be had by all, and you might get some autographs and some great celebrity pictures.

You can pick up signup sheets from Pete Carlson’s and at the Indian Canyon’s courses, or you can log on to www.palmspringsvacationdiscounts.com and click on the “Events” page where you will see my smiling face.

Hope to see you there and continued on page 39