December 2010

Inland Empire Business Journal

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Antoine Predock’s CLA Building in California May Be Demolished

Antoine Predock’s futuristic Classroom Laboratory Administration (CLA) Building, on the campus of Cal Poly Pomona, is only 17 years old, but it may be headed for demolition.

University officials say the triangular structure, known on campus as the “pointy building,” needs extensive repairs and seismic upgrades that could cost as much as $80 million. University President Michael Ortiz, in an e-mail message sent to students, faculty, and staff members on Sept. 15, said it makes more fiscal sense to replace the building with a brand-new facility in a different location.

The CLA complex includes the iconic eight-story structure and a connected seven-story classroom building. Both may be demolished.
Employment Recovery Sluggish

While surrounding areas have started to show employment growth, the Inland Empire’s labor market remains relatively flat. This is an indication, however, that the region has finally reached bottom and job growth should begin again. The Inland Empire’s peak-to-trough job losses were much bigger than those in Los Angeles, San Diego, and California overall, even though they began at the same time (July 2007). Riverside and San Bernardino Counties lost 14.4% of all jobs, more than the losses posted in Los Angeles (8.8%), San Diego (8.1%), and California overall (9.2%). Starting in the latter half of 2011, Beacon Economics expects job growth in the region to accelerate and overtake the state rate.

The Inland Empire’s relative affordability is what drove growth before the recession and that is still in play. In fact, relative affordability has increased since the housing market collapsed. Still, Beacon Economics does not forecast total employment to reach pre-recession peaks within the life of its forecast (through 2015). The unemployment rate will continue to decline, driven in the short-term by job growth in the surrounding counties, and then, when economic activity picks up, by local job growth. While the overall growth of jobs in Southern California will help the unemployment rate in Riverside and San Bernardino Counties fall faster than in the state, the rate will...continued on page 28

CSUSB BUSINESS COLLEGE
RECOGNIZED AS ONE OF THE BEST IN THE WORLD

Cal State San Bernardino’s College of Business and Public Administration has been selected by European CEO Magazine as one of the world’s 18 most innovative business schools. CSUSB was one of only four Global Business Education Award-winners from the United...continued on page 37

Goldilocks and the Three iPods

BANNING: Developer breathes new life into old hotel

Construction is under way on the renovation of an old hotel in downtown Banning into an apartment complex and restaurant. The sprawling, three-story building on Ramsey Street debuted in 1928 as a hotel and most recently served as a retirement home until it was shuttered three years ago. It’s been vacant for two years.

The new owner and developer, Fred Lawson, aims to complete construction in August 2011. The building’s 48 rooms will be converted into 23 apartments. The average apartment size is about 400 square feet. They’re "not large but certainly livable," said Lawson’s architect, William Spencer. Lawson’s target renters are couples and single adults. He sees young professionals, perhaps from nearby casinos, living...continued on page 32

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What Planet Are You On? Six Steps to Simplify Remote Management

Managing people and projects from different cities, states, time zones, or countries is infinitely more difficult. You might as well be on different planets. Jim Bain gives us some tips that can make sure that they are on the same planet as their remote team members.

The Impact of Caregiving on Business

Did you know that the average cost to employers per working caregiver is $2,110 per year. This costs U.S. employers $33 billion a year. However, programs designed to help employees deal with eldercare and other caregiving issues really do provide a return on investment.

’Tis the Season to be Sidetracked

The holiday season brings with it a host of distractions for workers. Read the survey developed by Accountemps based on telephone interviews with more than 1,000 senior managers regarding this issue.

3 Tips for Using Facebook as a Business Building Tool

Heather Lutze gives suggestions to help you create a business Facebook presence that generates results.

Thinking of Using a Temp? How to Choose the Best Temp Service for Your Needs

Before you randomly call a temporary placement agency from the phone book or an online listing, you need to know how to work with a temp service so you get the best talent possible.

Dining With Upper Management

In many cases in companies people skills are more important than technical skills. CEOs are well aware that business has been lost due to social ineptitude of younger managers, and there is a definite decline in human interaction due to the high-tech workplace. Some companies have made etiquette classes mandatory for all of the executives in the company.

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San Bernardino Downtown Incentive Program to Begin

Plans were taken to begin a San BernarDEALios VIP Card Incentive Program on Dec. 2! The program is the first of its kind, making for a coalition of businesses in Downtown San Bernardino to increase commerce in the city’s core.

As part of the incentive program, businesses are offering weekly discounts to the more than 7,000 Downtown employees, residents, and regional shoppers to promote local businesses and shopping local. In only its first phase, the program already has more than 40 participating businesses, focusing mostly on restaurants and retail between the borders of Baseline Street, Orange Show Road, Mt. Vernon Avenue, and Waterman Avenue. Other types of businesses will be targeted as the program continues to build into additional phases.

Where do I get my card?

On Dec. 2, San BernarDEALios VIP cards will be hand delivered to employees in Downtown. Not an employee? That’s okay! Anyone can save by picking up their card starting Dec. 2 at one of the following locations: Chamber of Commerce, Feldheym Library, or the EDA Office of Business Development. Want a good deal? Show your card to a participating business (they all have window stickers) and get your discount—it’s that easy!

Where do I find out about the deals?

Once the new Downtown website is launched, anyone can visit www.DowntownSanBernardino.org to see the latest discounts. Be sure to check back frequently—deals are added weekly!

Are you a business that wants to participate?

If you would like to participate, please visit www.DowntownSanBernardino.org to register on the San BernarDEALios section of the site or call (909) 886-8188 and ask for Kelly Koehler.

Quotations on “Mistakes”

When you make a mistake, don’t look back at it long. Take the reason of the thing into your mind, and then look forward. Mistakes are lessons of wisdom. The past cannot be changed. The future is yet in your power.

Hugh White

The fellow who never makes a mistake takes his orders from one who does.

Anonymous

More people would learn from their mistakes if they weren’t so busy denying that they made them.

Anonymous

A man who makes no mistakes never makes anything.

English Proverb

A man who has committed a mistake and doesn’t correct it is committing another mistake.

Confucius

Making mistakes is human. Repeating ’em is too.

Malcolm Forbes

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What Planet Are You On?

Six Steps to Simplify Remote Management

By Jim Bain

Managing people and projects from across the hall is tough enough. Managing people and projects from different cities, states, time zones, or countries is infinitely more difficult. You might as well be on different planets. And, as the world economy changes, this remote sort of management is becoming more and more common. Whether your organization has a sales force spread around the country, an engineering group located across the state, or projects you might be building across town, the lack of opportunity to “run into” the other members of your team can be devastating to the team’s performance. While there are certainly some advantages to a remote workforce, its downsides must be recognized and either minimized or avoided completely.

The goal of most organizations and sub-organizations is to deliver something of value to their external customers, their internal customers, or both. As such, the difficulty of managing people remotely has a direct impact on both the productivity of the workforce and the quality and quantity of the end product or service. To operate at peak performance today, managers simply must learn how to improve their interactions with remote employees.

Motivation and behavior studies over the last five decades have held that motivational triggers exist at differing levels for each individual. The most basic of these needs, such as food, water, and shelter are satisfied by means of a salary or wage and are not affected by the location of the worker. Middle level needs, such as the need for relationships, good work conditions, and the need to belong are simply easier to satisfy when people work in direct contact with each other. In other words, remote employees are much more inclined to be dissatisfied with their work simply because it is more difficult to develop the necessary relationships. There is limited “face time.” Fortunately, if those management hurdles are cleared, the highest level needs, such as achievement, the work itself, recognition, responsibility, and advancement, are not only possible, but often enhanced by remote working arrangements.

The key, then, is to take creative measures to ensure that those remote relationships are built and nurtured. Many people have experienced that feeling that they think, act, and speak in different languages than their spouse, their children, or their boss. They might as well be from different planets! How can managers make sure that they are on the same planet as their remote team members?

1. Start by agreeing on the outcomes you seek. Engage in true two-way communication. Be specific about the desired results of the work. Confirm that all parties understand the details of the desired results. Agree on a “get well” date. When will the project be finished? Remotely located employees have more flexibility in the “how,” but need to have fairly specific goals and objectives on the “what” and the “when.”

2. Get out of your office and go see your remotely located people. Whether you schedule your trips to your remote locations on a regular basis or a more haphazard basis is not critical. Visiting their turf, their offices, their project sites—yes! Back in the 1970’s this was called MBWA—Management by Walking Around. People want to see you so that they feel as if they have access to you and so they know that you care.

3. When you can’t get out to see your people, institute a daily or weekly “How can I help you?” call. At an agreed upon time, if you and your remotely located people have not yet talked, part of your responsibility as a manager is to find out how you can help. This regular call will go a long way to building the trust that occurs more readily when they are just across the hall. Make this call one of your good habits.

4. Use technology to its fullest potential. Nearly everyone is aware of e-mail. Videoconferences, on-line virtual meeting sites such as Second Life, and social networks like Facebook and Twitter, are excellent examples. While there is no substitute for face-to-face interaction, current technology can get you pretty darn close. This is also an excellent way to bridge the generation gaps that are developing in today’s workforce. If you are a baby boomer, learn to e-mail, text, and maybe even Tweet your gen-X and gen-Y employees. They will appreciate the effort just as inhabitants of a different planet would appreciate you learning their language.

5. Walk a mile in their shoes. The construction business is a great example. The office personnel find it hard to understand the difficulty of working out of a hot dusty pick-up truck with paper spread everywhere, no place to fill out all of the necessary forms, and Burger King bags on the passenger seat floor. Develop a “day in the life” program. Set up opportunities for staff from different groups in your organization to spend a half or whole day job shadowing each other. The experience will help different functions understand the difficulties each group faces when working away from the “head shed.”

6. Care. Take the time to communicate with your people in any form available. It will help to build those relationships so necessary for job satisfaction. Start by asking your people about their lives, their work, their needs. Then shut up and listen. You’ll be surprised what you learn.

The rapidly increasing incidence of remote management can directly and severely impact the job satisfaction for your remote employees. Decreased job satisfaction has a negative impact on productivity and performance. The reality is that special measures must be taken to alleviate those issues. Using these tips will help you practice the first three rules of effective employee management. And they are...communicate, communicate, communicate!

Visit www.falconadv.com or call 352-854-4015 for additional information.
Griffin Structures, Inc. Announces Completion of Hon. Jerry Lewis County of San Bernardino High Desert Government Center and Hesperia Police Department Headquarters

Griffin Structures, Inc. a program and construction management firm providing strategic project delivery solutions to its public, non-profit, and private sector clients, announces the completion of the Hon. Jerry Lewis County of San Bernardino High Desert Government Center and Hesperia Police Department Headquarters. Both facilities were designed, constructed, and certified to LEED standards. They also provide space for additional growth for at least the next 20 years.

At an estimated cost of $216.6 million, the High Desert Government Center totals 66,800 gross square feet and will house multiple county departments including the First District Board of Supervisor’s Office, Agriculture, Assessor, Recorder, Land Use, Fire, Human Resources, Environmental Services, Public Works, Registrar of Voters and Veterans Affairs. The Hesperia Police Department Headquarters, contracted out from the County of San Bernardino’s Sheriff’s Department, totals 45,700 gross square feet and is valued at approximately $18.7 million. The building includes patrol areas, briefing areas, evidence storage, investigations services, office management and records, and other police facility components. The facility also features a community room component that will be utilized as an Emergency Operations Center. Both buildings were constructed as tilt-up concrete, Essential Service Facilities, the most cost-effective structures on the market. The project architect was Irvine, Calif.-based LPA, and the project builder was St. Louis, MO-based McCarthy Building Companies, Inc.

“The government center and police facility came in millions of dollars under the original budget,” said Carl Alban, director, architecture and engineering with the County of San Bernardino. “In times like these, when every dollar needs to be maximized, we are grateful we were able to work with Griffin who had both the city and county’s best interests in mind.”

The opening of these two new facilities is significant because it completes Hesperia’s Civic Center, which includes a 50,000-square-foot City Hall; 20,000-square-foot library; and five-acre Civic Center Park, a centerpiece to the project which includes an amphitheater, meeting areas, activity spaces, play areas and other amenities. Since 2004 Griffin Structures, Inc. has been a part of the overall design of the Civic Center, which in all totals 27 acres and 182,500 square feet of buildings with an overall cost of approximately $71.7 million.

“From the beginning we recognized a unique opportunity to bring together a number of key city and county services to create a stronger synergy of services and provide greater benefit to the local community,” said County of San Bernardino County First District Supervisor Brad Mizelfelt. “The new Hesperia Civic Center will be a useful and convenient site for residents and businesses along with creating an important location of civic pride. To bring all of these elements together successfully and in a cohesive campus-like atmosphere is testament to the value of teamwork across the public and private sector.”

Griffin Structures, Inc. provided program and construction management services to the entire Civic Center project. Additionally, Griffin was involved in a detailed needs assessment for the City Hall, library, and Police Department prior to construction.

“We worked closely with the city and county to plan, design, finance, and build the project,” said Roger Torriero, CEO/president with Griffin Structures, Inc. “We sought out ways to bring greater value and efficiency to the project in order to maximize the investment made by the County and City as well as create financing options to encourage sustainability throughout the building process.”

As an added benefit to taxpayers, grants from the state and federal governments have allowed the High Desert Government Center to showcase a 286-kilowatt solar energy system which is anticipated to reduce electricity consumption for the building by 70 percent, resulting in an estimated annual savings of approximately $60,000. The estimated total cost to construct the solar project was $2,823,000 and was funded with a $1,480,000 energy efficiency grant from the American Recovery and Reinvestment Act (stimulus bill), $720,000 from the California Solar Initiative, and $623,000 in contingency funds from the High Desert Government Center.

Additionally, the Police Headquarters features an integrated grid-tied Solar Electric System on both the carport structure arrays and roof mounted arrays. The system is a 193.2 kW DC project that is expected to produce at least 304,150 kWh annually, offsetting nearly 71 percent of the expected 431,448 kWh annual energy usage of the building.

“Griffin Structures served the City of Hesperia as a trusted advisor throughout the entire award-winning project to make the process smooth and efficient,” said Mike Podegracz, Hesperia’s city manager.
San Bernardino auto center installs new DIGITAL freeway sign

The San Bernardino Auto Center continues to show signs that things are changing, as its revitalization efforts continue with the installation of a state-of-the-art LED display screen.

The new sign is the result of a public/private partnership established between Citizen Business Bank, San Bernardino Economic Development Agency and the San Bernardino Auto Center Dealer Association. This collaborative effort marks yet another milestone in creating an identity and awareness for the business center and surrounding area.

“While we did not provide funding for the sign, we were able to guarantee the loan with Citizen Business Bank,” says Emil Marzullo, executive director of the San Bernardino Economic Development Agency. “This allows the Auto Center Dealer Association to receive a much more affordable rate, over a longer period of time. This should go a long way to encourage growth at the auto center.”

One of the duties of the San Bernardino Economic Development Agency is to enhance the quality of life for the citizens of San Bernardino, by creating jobs and assisting businesses through the creation of just this type of public/private partnership, in an effort to retain current businesses and to stimulate growth.

“As a result of this partnership, it is projected that multiple secondary, highly skilled professions employed through the auto center should reap benefits.

“Beyond the dealers themselves, the center employs mechanics, landscapers, security and other high income positions, thus providing jobs to various people in the local area,” said Don Gee, deputy director San Bernardino Economic Development Agency.

No longer viewed as an organized group of corner car lots, the automobile industry has evolved into a highly competitive business. As a result, it has become necessary to make changes rapidly, when delivering its business messages, promotions and incentives in an effort to increase consumer traffic.

Across the country, countless auto centers use this type of technology to help promote and increase sales. However, since the sign will be located adjacent to the freeway, it will also serve as a gateway to the San Bernardino community, dedicated to display emergency and public service messages, such as Amber Alerts and traffic conditions, for the City of San Bernardino.

“Once installed, the sign will boast the latest in LED technology and stand an impressive 75 feet tall,” says Rod Wilson, EMI Electra-Media president, the company chosen to complete the construction of the new sign.

Fully viewable from either direction of the 215 Freeway, travelers...
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STOCK CHART

Five Most Active Stocks

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December 2010

Claremont McKenna - UCLA

Anderson Forecast for the Inland Empire

IE Economy to Continue Double Digit Unemployment until 2014

In the first annual Inland Empire Forecast presented by Claremont McKenna College and the UCLA Anderson Forecast economists predict double-digit unemployment in the Inland Empire to continue until 2014. The forecast was presented at the inaugural CMC-UCLA Inland Empire Forecast Economic Conference at Citizens Business Bank Arena in Ontario.

“arK Government has not seen a turn-around in the housing sector, although the housing market is stabilizing,” said Marc Weidenmier, associate professor of economics, Claremont McKenna College and author of the report. “It will be a long, slow recovery that takes place over several years.”

Real estate in the Inland Empire has suffered by the recession and the sub-prime mortgage crisis with the price of single-family homes decreasing from a peak of $380,000 in late 2007, to less than $200,000—a decline of more than 50 percent. The construction industry lost nearly 80 percent of its jobs over this same period the report reveals. The logistics industry has also suffered from the recession with U.S. continued on page 30

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Five Most Active Stocks

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Monthly Summary

11/19/10

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Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful
There are 11-16 million employed caregivers nationwide. The average cost to employers per working caregiver is $2,110 per year. This costs U.S. employers $33 billion a year. On average each caregiver loses $659,000 over a lifetime due to lost wages and benefits and missed promotions.

At least six out of 10 employed caregivers reported they had to make some work-related adjustments as a result of their caregiving responsibilities. This includes taking time off work, reducing work hours from full to part time, taking early retirement or simply leaving the workforce.

Caregiving negatively affects morale, productivity and profits. Productivity declines and employer costs increase as a result of workday interruptions, absenteeism, recruitment, retention and training issues, and increased healthcare costs—often due to stress on the working caregiver. However, there is good news. According to a study funded by the Alfred P. Sloan Foundation, “any funds spent by the employer in helping with caregiving have a payback to the employer of three to 13 times the cost. Supporting working caregivers is smart business.”

The idea that social changes can have a positive effect on profit margins and the bottom-line is nothing new. What is relatively recent, however, are some findings and projections involving the impact of an aging population, and the increasing incidence of employee caregiving. We can define caregiving as providing unpaid assistance for the physical and emotional needs of another person. The amount of time spent providing assistance can range from just a few hours weekly to round-the-clock care. At least one third of caregivers are employed, and the number is likely much higher.

A study by the National Alliance for Caregiving and the American Association of Retired Persons, for example, reported that 64 percent of all caregivers were employed, a total of between 11 and 15.6 million nationwide. Again, this estimate may be low, as caregivers typically do not self-identify. They may consider themselves to be “helping out.” At least eight percent of employed caregivers devote more than 40 hours a week—but they have never considered the nature of their role, or hesitate to apply the term “caregiver” to themselves.

The number of caregivers (and working caregivers) will continue to increase as the nation’s population ages. The U.S. Census Bureau projects that the segment of the population over age 65 will grow from 34.6 million in 1999 to 82 million by 2050. Caregiving is already having an impact, or will soon have an impact, on every workforce. It will touch everyone—from “senior-age employees, older employees with ill spouses, and those with elderly parents and relatives.” Other shifts which account for the increased prevalence of caregiving within the workforce: According to the U.S. Census Bureau, families in which both spouses work have become the majority.

Workers reported higher levels of well-being, work and family satisfaction, and workplace productivity when they felt they could share their concerns. Not surprisingly, employees reported more problems and diminished performance in workplaces where they felt there was an obligation to sacrifice time needed to attend to caregiving or family responsibilities. And they reported reduced levels of stress and improved performance in workplaces where there was an opportunity to learn how others had dealt with caregiving problems, or where information about programs that could help them better manage their caregiving situations was available.

Progressive employers listen to the research, see the potential savings, and consider a number of other factors, including: The potential for a premium labor shortage as baby boomers move out of the workforce. Companies that want to retain and attract the best replacement workers will need to address elder concerns. The spiraling costs of health care. Working caregivers are at particular risk for health problems, and many companies are scrambling for ways to reduce health care claims by “heading them off at the pass” with the so-called “softer benefits.” A number of surveys demonstrate that employers who make “softer benefits” available reap the rewards of employee loyalty and productivity. At DuPont, employees who took advantage of Work/Life programs were 45 percent more likely to “go the extra mile” and reported fewer instances of burnout. Other studies, by companies like Johnson & Johnson and IBM, showed that such programs play a key role in influencing a worker’s decision to stay with the company. More than 50 percent of employees say management’s recognition of family keeps them committed to the company, according to a survey by Aon Consulting Inc. As for recruiting younger workers, it is worth noting that over 45 percent of college business students rank “achieving a balanced lifestyle” as their first career goal.

In addition to retention and recruitment, organizations looking to institute new programs or beef up existing ones would do well to focus on the amount of time saved by employees and reductions in absenteeism. In terms of caregiving and the potential benefits of a Work/Life focus, it’s particularly telling that more than 84 percent of employed caregivers report having to use time during work to care for an elder or an adult with infirmities. Programs designed to help employees deal with eldercare and other caregiving issues really do provide a return on investment.


For further information contact Merkler’s Consulting Services - A free Service Helping Seniors Find the Right Care at DarleneMerkler.com or DarleneMerkler@gmail.com. Or phone her at 951-741-0622.
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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- Facilities available for recruitments
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- Outplacement of laid-off workers
- Hiring tax credits

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### Rancho Cucamonga City Manager Jack Lam Receives “2010 James S. Thalman Memorial Public Service Award”

The League of California Cities Inland Empire Division hosted their annual dinner banquet on Nov. 4, 2010 and awarded the 2010 James S. Thalman Memorial Public Service Award to Rancho Cucamonga City Manager Jack Lam. This award was established in memory of former Chino Hills Mayor James S. Thalman, to honor his outstanding service and his dedication to being a strong advocate for local government.

Jack Lam has served the City of Rancho Cucamonga for more than 32 years, serving the last 21 years as city manager. Before being appointed city manager, Jack served as the city’s community development director and assistant city manager. During his tenure, over 90-percent of the community facilities in the city have been built, including libraries, fire stations, the Civic Center, Cultural Center, and other public facilities.

Jack’s commitment to the success of local government goes beyond his duty as Rancho Cucamonga’s city manager and is demonstrated through his work in the community. He is an active member of the International City/County Management Association, American Institute of Certified Planners, American Planning Association, Urban Land Institute, and International Council of Shopping Centers. He is a volunteer for Habitat for Humanity, helping to construct homes for those in need. Jack has also been an active and involved participant in the Rancho Cucamonga Chamber of Commerce for many years and helped nurture and foster the strong partnership that exists today between the chamber, the city and the local business community.

Jack has been a strong advocate for local government which is evident through his involvement in the effort to pass Proposition 1A, which protected local control and local revenue in 2004, and again in 2010 with Proposition 22, the Local Taxpayers, Public Safety, and Transportation Protection Act. He worked tirelessly raising awareness for these ballot measures and inspired others to get the message out to the public about local control and the need to protect local revenue from the state. Jack was among the top signature gatherers to qualify Proposition 1A on the 2004 ballot and was again one of the top signature gatherers to qualify Proposition 22 for the November 2010 ballot. His tireless efforts, creative approaches to problem solving, and inspiring leadership are all trademarks of his exceptional character and it is for these reasons that Jack is the 8th recipient of the James S. Thalman Memorial Public Service Award.

The League of California Cities Inland Empire Division established the James S. Thalman Memorial Public Service Award to annually recognize the outstanding contributions of a local government leader demonstrated through leadership and activism with the League of California Cities, outstanding service to municipal government, exceptional leadership in other civic and community activities, and high personal character. The League of California Cities is a non-profit statewide association that advocates for cities with the state and federal government and provides education and training services to elected and appointed officials. The Inland Empire Division, the local regional division of the League, is comprised of 15 Inland Empire cities.
'TIS THE SEASON TO BE SIDETRACKED
Accountemps Survey: One-Third of Managers Agree Employee Productivity Drops Around Holidays, But Worker OutputSeen As Better Today Than in Past Years

Whether it’s decking the halls or planning for parties, the holiday season brings with it a host of distractions for workers. It’s only natural, then, that one-third (34 percent) of senior managers surveyed recently by Accountemps said their employees are less productive the week before a major holiday. This compares to 44 percent of executives who cited pre-holiday productivity declines in a similar survey five years ago.

The survey was developed by Accountemps, the world’s first and largest staffing services firm specializing in accounting and finance. It was conducted by an independent research firm and is based on telephone interviews with more than 1,000 senior managers at companies with 20 or more employees.

Managers were asked, “In your opinion, are employees more or less productive the week before a major holiday?” Their responses:

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<td>28%</td>
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<tr>
<td>Much less productive</td>
<td>6%</td>
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</table>

“Offices are often less productive during the holiday season than at other times of the year because of company parties, family festivities and other diversions,” said Max Messmer, chairman of Accountemps and author of “Managing Your Career for Dummies®.” “It can be challenging for employees to strike a balance between personal and work obligations.”

Accountemps offers five tips to help employees juggle multiple priorities during the busy holiday season:

1. **Make a list, and check it twice.** Examine deadlines for upcoming major projects and adjust them as needed due to holiday schedules. Check in with coworkers on their vacation plans to avoid unexpected delays or setbacks due to employee absences.

2. **Tie up loose ends with a bow.** Don’t leave people hanging while you’re away. Before leaving the office early to attend a seasonal function or departing for holiday vacation, update your voice-mail and e-mail auto responses, and show coworkers how to find critical information.

3. **Exchange the gift of time.** Delegate time-sensitive tasks and responsibilities to colleagues to take them off your plate and offer to return the favor when they’re out.

4. **Make merry selectively.** Prioritize the events that are most important to you, and don’t feel pressured to attend every holiday function. Likewise, even if you aren’t traveling for the holidays, you can still take time off to shop, plan meals or attend to other year-end tasks.

5. **Remember, Santa’s not the only one with helpers.** If your department is spread thin, consider interim staff to help with year-end projects. A staffing firm can help you identify skilled candidates.

The Montclair Chamber of Commerce is now taking orders for the sixth annual street banner program. The 2011 banner will continue to encourage the idea of shopping and dining in Montclair so that the tax dollars can be put to work in the Montclair community.

Your business or family name will be imprinted on both sides of a professional grade, vinyl fabric, 84” x 30” banner, which will be hung on pre-selected light poles along major thoroughfares throughout the city for 10 months between January & November. You can choose either option for imprinting and Chamber staff can assist you with this.

The Montclair Chamber of Commerce street banner program supports the Montclair Online to College program which offers Montclair high school students the opportunity to attend Chaffey College at no cost. Your sponsorship of a street banner will directly benefit a student in Montclair.

There are a limited number of banners available, so act now. Your contribution may be tax deductible - contact your tax professional for details.

**Price Per Banner - Ten months of Exposure**
- Chamber member $500
- Non-member $550

Shared Banners may be available for $250 members and $275 non-members, in the print style only. If you are interested in sharing a banner with another business, please let us know.

For questions, information or to reserve your spot please call 624-4569.

Banner placement is based on first right of refusal. Chamber membership and first come, first served. The Montclair Chamber of Commerce reserves the right to change the style or graphics of the banner or cancel the campaign.

Any money collected will be returned.
3 Tips for Using Facebook as a Business Building Tool

By Heather Lutze

Most people know Facebook as a great way to stay in touch with friends and family, and to reconnect with long lost childhood classmates. But there’s another side to Facebook—one that can help your business grow.

According to Facebook’s own compilation of statistics (found in their Press Room), more than 1.5 million local businesses have active Pages on Facebook, and more than 20 million people become fans of Pages each day. For CEOs and business owners, this means Facebook is definitely a way to spread your company’s message, build community and loyalty among customers, and ultimately increase your company’s bottom line.

If you’ve only used Facebook for personal reasons, making the jump to a business application can seem challenging. The following suggestions will help you create a business Facebook presence that generates results.

Distinguish your Facebook person and persona.

Ask yourself these two important questions: “Who am I as a person outside of my business?” (This is your person.) “Who am I as a business owner on Facebook?” (This is your persona.) Can you combine the two identities? Absolutely not! If you already have a personal Facebook page that you use to keep up with your friends and family, then keep it personal. Don’t mix your business contacts into that page.

Rather, build a new Facebook profile as the CEO and founder of Company XYZ. This is your business persona page. You could even name it John W. Smith, CEO and Founder of Acme Corporation. On this page you’d put your corporate bio and other information that pertains to your role in the company—the persona of you as a CEO. Then you can build a fan page off of that personal profile that talks specifically about the business.

Mixing your personal and business pages is discrediting and unprofessional. And yes, it’s perfectly fine to have two profiles on Facebook. You’d simply have to use your middle initial or some other distinguishing information to differentiate the two accounts.

Name your accounts wisely

While your individual posts on Facebook are not ranked in Google searches (at least not yet), your profile is ranked. Simply go to your settings tab in Facebook and elect to make your profile public. How you name your business persona page and fan page is critical for ranking purposes. While you’d certainly use your name for your individual business account and use your company name for your fan page, you’ll want to tag some keywords onto each name. For example, if you as the CEO wanted to be known as a leader in Internet marketing, you might name your business profile John W. Smith, Internet Marketing Strategist.

Similarly, you could name your fan page in such a way that there’s no question what your company does, as in “Acme Corporation, Widget Supplier and Manufacturer.”

Think of the keywords you want to be found under and work those keywords into your tagline or title. This strategy gets your profile open to the world and helps you go beyond just building a Facebook community of friends and fans. Now you’re opening your company up to a bigger community outside of Facebook.

Post appropriate content

Once your pages are set up, encourage your current clients or customers to join your fan page. Anything that happens with the business, such as any trade shows the company is attending, new products or services you’re offering, any new company developments you want people to know about, or anything related to the company as a whole, would appear on the fan page. People read those posts and monitor what your company is doing or offering and they then invite others to become fans.

As for your business persona page—the page focused on you as the CEO and founder—here you’d post information about conferences you’re attending, your thoughts on the industry or company, and business things related to you personally. For example, maybe you won an award or got an article published. Talk about these types of things on your business persona page.

Additionally, on your business persona page, you’d only put out and accept friend requests from people who directly relate to your business.
CANTENE, THE WORLD’S LARGEST VENDING COMPANY, EXPANDS INTO THE INLAND EMPIRE.

Compass Group, USA, a division of Canteen, the world’s largest vending company has expanded into the Inland Empire.

Colliers International represented Canteen on the five year lease of 1075 E. California Street in Ontario. According to Rick Nunez of Colliers International, “With the consolidation of their regional headquarters to Garden Grove earlier in the year, the expansion into the Inland Empire will serve as a strategic move to better serve Canteen’s ever increasing client base out East.”

The 11,910-square-foot building, which is situated on almost an acre, will serve as a satellite facility. It will be used to warehouse food for the vending machines and will serve as a local base for Canteen’s delivery trucks.

BlackRidge Real Estate Group Acquires 302K SF Distribution Center in Ontario

BlackRidge Real Estate Group, LLC, a real estate investment and operating company based in Los Angeles and Denver, announced that it has recently acquired the fully leased, 302,020-square-foot distribution center at 1000 Etiwanda Avenue in Ontario. BlackRidge acquired the property from BIT Holdings Forty-Three, Inc for $14.4 million, or $48/sf.

The state-of-the-art steel-frame, concrete tilt-up distribution building sits on a 13-acre site and was constructed in 1989. The facility is fully sprinklered with 25’ high ceilings, 6,900 square feet of office space, 43 dock-high loading doors and two ground level ramps. It is 100% leased to DCG Fulfillment, a third-party logistics company.

Ontario, in San Bernardino County, is in the heart of the Inland Empire West submarket. With its pro business policies, Ontario International Airport and the new Citizens Bank Arena, the city has become a business hub for the region. The airport is the center of a developing freight movement system that includes the airport, two railroads, four major freeways, and a network of freight Forwarders—1000 Etiwanda is located only blocks to the southwest of the I-15 and I-10 interchange, and minutes to the east of the airport.

In this transaction, BIT Holdings Forty-Three, Inc was represented by the CB Richard Ellis Ontario office team of Frank Geraci, Jerry Nourse and Walt Chenoweth.

Commenting on the acquisition, Anthony Brent, a principal of BlackRidge, said “Southern California is the most dynamic industrial market in North America so we are very excited about our first investment here and we are eager to expand.” Other BlackRidge principals include Brett Tremaine, John Seiple and Ryan Martin.

$10.5 Million Refi for Retail Center in Rancho Cucamonga

The Los Angeles office of Holliday Fenoglio Fowler, L.P. (“HFF”) announced that it arranged a $10.5 million refinancing for Haven Village, a 45.7k-square-foot retail strip center in Rancho Cucamonga, in the Inland Empire.

HFF Director Chris Vittetoe and Senior Managing Director Paul Brindley worked on behalf of the borrower to secure the five-year, fixed-rate loan through Ladder Capital Finance. The securitization loan refinanced an existing CMBS loan.

Haven Village is located at 11512-11533 Foothill Blvd., in Rancho Cucamonga, in the Inland Empire.

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Haven Village is located at

continued from pg. 3

Seymour Van Gundy

79, of Riverside, has been reappointed to the Santa Ana Regional Water Quality Control Board, where he has served as a member since 2008. He has served as owner of Sierra Wholesale Hardware since 2007, managing member of New West Ventures since 2004, chief executive officer for De Oro Group and AIS since 2000, managing partner of Pine Knot Landing since 1999 and president of La Jolla Institute since 1995. Previously, PonTell was chairman of the Western Holding Board from 2004 to 2009 and partner in @ Work Consulting from 1995 to 1999. He was president and chief executive officer for the Inland Empire Economic Council from 1989 to 1994, Ontario Chamber of Commerce from 1987 to 1989, Big Bear Chamber of Commerce from 1985 to 1987 and assistant to the mayor for the city of Big Bear Lake from 1983 to 1985. PonTell is a board member for the American Planning Association, Big Bear Discovery Center and Children’s Fund of San Bernardino County. This position requires Senate confirmation and the compensation is $100 per diem. PonTell is a Republican.

Buford Crites, 62, of Palm Desert, has been appointed to the Santa Ana Regional Water Quality Control Board, where he has served as a member since 2008. He has served as owner of Sierra Wholesale Hardware since 2007, managing member of New West Ventures since 2004, chief executive officer for De Oro Group and AIS since 2000, managing partner of Pine Knot Landing since 1999 and president of La Jolla Institute since 1995. Previously, PonTell was chairman of the Western Holding Board from 2004 to 2009 and partner in @ Work Consulting from 1995 to 1999. He was president and chief executive officer for the Inland Empire Economic Council from 1989 to 1994, Ontario Chamber of Commerce from 1987 to 1989, Big Bear Chamber of Commerce from 1985 to 1987 and assistant to the city manager for the city of Big Bear Lake from 1983 to 1985. PonTell is a board member for the American Planning Association, Big Bear Discovery Center and Children’s Fund of San Bernardino County. This position requires Senate confirmation and the compensation is $100 per diem. PonTell is a Republican.

Steven PonTell, 49, of Ontario, has been reappointed to the Santa Ana Regional Water Quality Control Board, where he has served as a member since 2008. He has served as owner of Sierra Wholesale Hardware since 2007, managing member of New West Ventures since 2004, chief executive officer for De Oro Group and AIS since 2000, managing partner of Pine Knot Landing since 1999 and president of La Jolla Institute since 1995. Previously, PonTell was chairman of the Western Holding Board from 2004 to 2009 and partner in @ Work Consulting from 1995 to 1999. He was president and chief executive officer for the Inland Empire Economic Council from 1989 to 1994, Ontario Chamber of Commerce from 1987 to 1989, Big Bear Chamber of Commerce from 1985 to 1987 and assistant to the city manager for the city of Big Bear Lake from 1983 to 1985. PonTell is a board member for the American Planning Association, Big Bear Discovery Center and Children’s Fund of San Bernardino County. This position requires Senate confirmation and the compensation is $100 per diem. PonTell is a Republican.

continued on page 26

Schwarzenegger...

continued from pg. 3

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<td>(909) 845-2290/(909) 817-7246</td>
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<td>(714) 652-3268/(714) 652-3268</td>
<td><a href="mailto:tfitter@smail.com">tfitter@smail.com</a></td>
<td>Temecula, CA 92591</td>
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<td>Big Bear Lake</td>
<td>Michael P. Dolan</td>
<td>(909) 864-4500/(760) 676-0140</td>
<td><a href="http://www.bigbearproperties.com">www.bigbearproperties.com</a></td>
<td>Big Bear Lake, CA 92321</td>
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<td>Palm Desert</td>
<td>Richard Stetina</td>
<td>President/Partner</td>
<td>(760) 561-1573/(760) 666-0086</td>
<td>Palm Desert, CA 92260</td>
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<td>Cleveland</td>
<td>Dr. Joe Althinstein</td>
<td>President</td>
<td>(951) 775-0277/(951) 348-4483</td>
<td>Corona, CA 92878</td>
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<td>(951) 775</td>
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**Note:** All California Business For Sale provides business for sale information on their Web sites at www.allcalifbiz.com and www.bizen.com, or phone (925) 831-0306.

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Palm Springs Women in Films & Television is a non-profit 501(c)3 organization.
location. And on Sept. 21, the California State University Board of Trustees approved a proposal to construct a new building.

Still, university officials emphasize that no final decision has been made. While they initially suggested Predock’s building would be demolished, they recently announced they will hire a consultant to study whether any portion of it can be preserved. “The wrecking ball is not imminent,” says Mike Sylvester, the university’s associate vice president for facilities, planning, and management. “Even if we made a decision today to demolish the building, it won’t happen for at least another five years.” Sylvester added: “What we’re trying to do is soften the discussion of demolition.”

Completed in 1993, the CLA complex (which includes both the triangular tower and a more conventional building for classes and laboratories) is the most recognizable structure on the Cal Poly Pomona campus, clearly visible from the nearby 10 Freeway. The eight-story tower has been used as a backdrop in several Hollywood science fiction movies, including “Gattica” and “Impostor,” as well as numerous car commercials. It’s even part of the university’s official logo.

Albuquerque-based Predock, recipient of the 2006 AIA Gold Medal, won an international competition to design the building, which cost about $24 million to construct. But Cal Poly officials say the building has numerous structural flaws, most notably water intrusion, which resulted in a lawsuit filed against a contractor. (The university won a $13.3 million out-of-court settlement in 2005.) It also sits atop the San Jose Fault. Any major repairs to the CLA would require that it brought up to current building codes, including ADA requirements and California safety earthquake standards. During construction, the building’s approximately 400 employees would have to be relocated, an additional expense.

Despite its iconic status, the building gets mixed reviews for its design. Ortiz, in his Sept. 15 e-mail, called the CLA “difficult to navigate,” with wasted internal space and energy inefficiencies. Sylvester adds, “It’s an extremely difficult building to use because of its triangular spaces.” Judith Sheine, chair of the university’s school of architecture, agrees that the triangular floor plan presents some “challenges” for users, but she praises the building for the dramatic statement it makes. “It’s important for the image of the campus,” she says.

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Community Bank Announces Partnership with SEMA

Community Bank, an independent business bank that has served Southern Californian businesses for 65 years, has officially partnered with the Specialty Equipment Market Association (SEMA). SEMA is an association of manufacturers, distributors, retailers and other auto industry companies. They are the authoritative source for research, data, trends and market growth information for the specialty auto parts industry.

Community Bank will offer special discounts for SEMA members when they are approved for credit. On loan offerings, SEMA members will receive a rate discount of 0.5% off Community Bank’s standard rate. Banking services provided to SEMA members include account analysis checking, checks and deposit slips, a free remote deposit scanner, and an Elite Business Online Banking package.

“We are excited at the opportunity to partner with SEMA as we feel our services are a great match for their members,” says Dave Malone, president and CEO of Community Bank. “We are looking forward to building our relationship with this growing community in Southern California.”

SEMA members can contact Charles Rosen at 626-568-2012 or crosen@cbank.com for more information.
Thinking of Using a Temp?  
How to Choose the Best Temp Service for Your Needs  
By Jean Kelley

For many companies, bringing in a temporary employee to fill an open position makes good business sense. There’s no need to wade through hundreds of resumes; no payroll taxes, unemployment insurance, or benefits to pay; and no hard feelings if the person doesn’t work out or the position gets eliminated. But before you randomly call a temporary placement agency from the phone book or an online listing, you need to know how to work with a temp service so you get the best talent possible.

The fact is that working with the wrong temp firm can be costly. If you have to go through numerous temps before finding the right one or waste a lot of time with an inexperienced placement professional, you’re going to spend more money and experience more frustrations than you’d like.

Whether you’ve worked with a temp service in the past or are considering trying one, the following guidelines will ensure that you not only find the best service for your needs, but that you also work with the company effectively so you can build a long-term relationship with them and save time in the future.

Know the company you’re working with

If possible, choose a temp service based on a referral from another business professional you trust. If you can’t get a referral, then you have to do your own due diligence. Generally speaking, the internal workings of a temporary placement firm vary from place to place. Unless you are working with a franchise, the only way to find out how the firm works is to ask.

Therefore, contact some local temporary help companies and ask them such questions as:

• How long have you been doing business in the local market?
• Do you belong to any national associations?
• What kind of testing do your temps go through?
• What kind of reference checking do you do?
• What’s your firm’s area of specialization?

Be honest with the company. If you have called other temp services or have had a bad experience in the past, let them know. Also, take into consideration the specialist you speak with. Does the person seem knowledgeable and caring, or is the person just trying to sell you on the idea of working with them? Remember, the person needs to be listening twice as much as they talk. True professionals are as interested in getting a feel for your credibility as you are theirs. Since the goal is to create a long-term relationship, you want to feel comfortable with your main point of contact.

Beware of pushy salespeople

Some temp companies may not give you the initial information you request via phone or email and will instead want to send a salesperson to your office. While this is not always a red flag, it is something to take note of. If the sales meeting goes smoothly, with the salesperson asking you many questions about your needs and not being pushy, that’s fine. However, if the salesperson spends the entire time telling you all the reasons why you should choose them and doesn’t seem interested in your needs, you’ll want to find another service.

After that initial sales meeting, you’ll often never see the salesperson again and will instead be talking with the internal specialist who interviews and screens the candidates. This is the person you want to build the relationship with. Some companies have their branch manager doing the outside sales, providing ongoing customer service, and directly supervising the person who does the screening and placement. Some smaller companies have one person doing sales, screenings, and placements. Unfortunately, some companies pay more for the pushy salesperson than they do the person doing the placements. If any salesperson makes you feel pressured or rushed to use their services, call another service.

Don’t make a decision based solely on price

All temp agencies have a markup, which is the difference between what the temp actually earns and what you pay the firm for the temp’s services. In general, markups run anywhere from 30-60%. That’s a huge spread. But as with all things in life, you get what you pay for. The companies with the lower markup generally don’t do the same kind of rigorous screening as the companies with the higher markup.

So rather than choose a temp agency based on price, choose based on your need. If you’re filling a job that would only require you to invest four hours or so to train the person, then the lower markup company is fine. You simply need someone to do a specific task. However, if the job you’re filling requires discretion and critical thinking skills, then seriously consider a higher markup company. After all, if you go with a lower markup company and then have to replace the temp three times before you get the right person, you might as well have paid the higher markup to get a better screened person and avoid all that frustration.

Know the nitty-gritty details

Each temp agency will have different policies, and it’s important that you find out these details before you decide to work with one. In addition to the current markup you pay for the temp, what’s the fee if you decide you want to hire the temp full-time? Some companies will simply transfer the person to your payroll after a certain timeframe, while others will require that you pay an additional transfer fee.

Also, ask about a guarantee. How long do you have to decide if the temp they send you is working out? If the person is not working out, what’s their policy for replacement? If the temp agency doesn’t offer any kind of guarantee, that’s a red flag, so find out why. Additionally, find out the level of experience and education of the person who is actually doing the selection. The more education and experience, the better.

Notice how the first temp order goes

Once you decide on a temp agency to use, your decision process is not 100% complete yet. Use your first temp request as the final test to the agency’s professionalism. If you call in a temp request and the person continued on page 32
Goldilocks and the Three iPods
By J. Allen Leinberger

Remember the story of Goldilocks? When she found the home of the three bears, she found that they had three of everything. One was more than she needed and one was not enough, but one was just right. Likewise, it would seem, is the new iPod Nano. Like St. Paul said about virtue, the Nano sits in the middle.

The big iPods, as well as the iPhone, do many things besides just playing music. For example, if you need to send e-mail and check social media sites and follow the stocks, the weather and your favorite teams, then one of the big ones is for you. It’s the kind of device that papa bear might use to make Skype video calls to the family’s polar bear uncle on the North Slope of Alaska.

Kids, and baby bears, could get by with just a music machine. For them the iPod Shuffle does just fine. It only plays music. While I have come to appreciate the tiny “stick of gum” size of last year’s Shuffle, Apple decided to put buttons back on it for better control. It still has a voice-over function in order to check your music in the dark.

But what about the middle ground? The mama bear’s iPod? The size that Goldilocks would find to be “just right?” That would be the new Nano. It’s only half the size of earlier generations and it no longer takes pictures, but it now has a touch screen for controls and selection. The touch screen may remind you of the iPod Touch screen with those little square apps, but what you have on the Nano are not really apps. They are just touch control buttons. Apple says that there are 14 of them, but that is counting the one for artist selection, the song selection and the album selection.

There is a one touch button that turns the entire face into a square watch. If the Nano came with a

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99 Ranch Market Ready Opens in Rancho Cucamonga

Rancho Cucamonga became the home of the newest 99 Ranch Market when it opened in November at Archibald Avenue and Baseline Road. The Asian-based supermarket chain, Tawa Supermarket, Inc. is known for its diverse selection of Asian foods and merchandise imported from throughout Asia. 99 Ranch offers everything from fresh produce and meat to seafood and a variety of prepared foods. Traditional market selections are also available to customers.

The 99 Ranch Market boasts of a comfortable shopping environment complete with spacious aisles and novel interior design. The company’s primary objective is to create a shopping experience where customer service is efficient and effective, selection is wide and endless, and pricing is competitive. One of the highlights is the Asian style deli, which features Chinese foods, Japanese sushi, and dim sum.

Accent On Health

Accent Computer Solutions, an information technology services company headquartered in Rancho Cucamonga, has been approved by CalHIPSO to provide support for the implementation of electronic health records.

The California Health Information Partnership and Services Organization (CalHIPSO) has approved Accent Computer Solutions as a preferred Service Partner for CalHIPSO to contract with Local Extension Centers (LECs) or clinical providers to assist with the Electronic Health Records (EHR) adoption process.

The California Health Information Partnership and Services Organization (CalHIPSO) is an organization founded by clinical providers to help them successfully navigate through the complicated world of electronic health records (EHR) implementation. Their founding organizations are the California Medical Association (CMA), the California Primary Care Association (CPCA) and the California Association of Public Hospitals & Health Systems (CAPH). They are a non-profit, vendor-neutral organization that offers a variety of programs and services designed to help clinical providers transition from a paper-based practice to one that successfully uses electronic health records.

Founded in 1987, Accent Computer Solutions, Inc. is a leading information technology solution provider serving a wide spectrum of services to businesses and organizations. Accent provides services to small businesses and medical practices throughout the Inland Empire, Los Angeles and Orange counties to assist them in getting the most out of their business technology. Accent’s focus is on reducing...
I want to talk about an issue that Missouri has already addressed in a variety of ways—the issue of illegal immigration. I’m sure you’ve seen the headlines about Arizona’s new law aimed at dealing with those who enter our country illegally. It has been called the strictest immigration law in generations. While Missouri hasn’t gone to the same lengths as Arizona, our state has made significant policy changes that effectively deal with illegal immigrants who enter our state. Because of those changes, Missouri is ahead of the game when compared to many other states that are now dealing with this issue.

In 2007, the Missouri General Assembly approved HJR 7 to place on the ballot a proposed constitutional amendment designating English as the official language of Missouri. Voters then went to the polls and approved the measure with nearly 90 percent voting in favor. With that, English became the official language for all governmental proceedings in Missouri. It also means no individual has the right to demand government services in a language other than English. A common language is the cornerstone of a cohesive and united state and country. Ensuring that English is our official language is simply common sense.

Another measure that directly addresses the issue of illegal immigration was passed in 2008. HB 1549 requires our Highway Patrol and other law enforcement officials to verify the immigration status of any person arrested, and inform federal authorities if the person is found to be here illegally. It also allows Missouri law enforcement officers to receive training to enforce federal immigration laws. Furthermore, the bill makes it clear that illegal immigrants will not have access to taxpayer benefits such as food stamps and health care through MO HealthNet. With the passage of this legislation, Missouri sent a clear message that illegal immigrants are not welcome in our state, and that they are certainly not welcome to receive public benefits at the cost of Missouri taxpayers.

2009 saw another significant piece of legislation passed dealing with illegal immigration. HB 390 ensures Missouri’s public institutions of higher education do not award financial aid to individuals who are here illegally. The law also requires all post secondary institutions of higher education to annually certify to the Missouri Department of Higher Education that they have not knowingly awarded financial aid to students who are unlawfully present in the United States. The bill represents another common sense approach to the issue as it ensures taxpayer dollars are not used to subsidize the education of someone who is in our country illegally.

So while Arizona has made national news for its new law, it’s important to remember Missouri has been proactive in addressing this growing problem. The laws we have on the books help ensure the rights and benefits of Missourians are preserved for actual Missouri citizens. It’s also important to remember that this country has always opened its arms to immigrants, which is why our nation is often referred to as the great melting pot. Immigrants from all parts of the world have helped make our country what it is today. However, our doors are not open to those who try to live in our country illegally. I believe Missouri’s laws make that very clear and give our law enforcement officials the authority they need to deal with the problem.

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Recently, the non-partisan Legislative Analysts Office (LAO) announced that California would be facing another huge deficit – not only for the remainder of the 2010–11 fiscal year, but also for 2011–12.

The LAO has determined the deficit for the remainder of this fiscal year is more than $6 billion and if spending reductions are not implemented, the deficit for the 2011–12 fiscal year will be more than $19 billion – meaning the total deficit for the next 18 months stands at more than $25 billion.

After the announcement by the LAO was made, I consulted with the governor and urged him to call the Legislature into special session to deal with the ongoing fiscal crisis immediately after the new Legislature is sworn in on Dec. 6th.

Like I have said in the past, the longer we delay making the spending reductions necessary to bring revenue in line with spending the more difficult those decisions become. In addition, every $1 we cut in spending now is really $2 in spending reductions because that $1 won’t be spent in the 2011–12 fiscal year as well as not being spent this year.

While the decisions will be difficult, I am committed to finding solutions that will not include raising taxes.

I would point out that if California would have made private-sector job creation a priority in years

Continued on page 22
Rancho Entrepreneur Takes Top Honors

Monoprice, Inc., a technology company headquartered in Rancho Cucamonga, has been recognized as one of the Inland Empire’s top companies at the 8th Annual Spirit of the Entrepreneur Awards.

Founded in 2002 by Jong S. Lee, Monoprice is a manufacturer and online retailer of high-quality cables, components and accessories for computer and consumer electronics. The company’s founder was named as the top Technology Entrepreneur by the Inland Empire Center for Entrepreneurship at California State University San Bernardino, which hosts the annual event.

In addition to its Spirit of the Entrepreneur Award, the company has also been named as one of the Top 500 companies nationwide by Inc. Magazine, an accolade that it also received in 2009. The 2010 Inc. Magazine list is ranked according to percentage revenue growth from 2006 through 2009. To qualify, companies must have been founded and generating revenue by June 30, 2006.

Additionally, the business had to be based in the United States, privately held, for profit, and independent; not a subsidiary.

Marketprice, Inc. has grown quickly over the past eight years from a small in-home operation to a substantial enterprise employing more than 150 full- and part-time employees. The company recently moved into a 173,000-square-foot centralized office and warehouse facility in Rancho Cucamonga. In 2009, Monoprice’s sales exceeded $50 million, accounting for some of its 637% growth spurt over the last three years.

In addition to its commitment to customer satisfaction, as evidenced by positive consumer reviews (4.9 out of 5 stars for Google Product Reviews), Monoprice is also committed to providing consumer electronic products that are RoHS (Restriction of Hazardous Substances) compliant. In fact, the company states that 99% of the products it sells restrict certain dangerous substances that are commonly used in electronic equipment and components.

Budget...

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Consider this: if California’s unemployment rate, currently at 12.4 percent, was at the national average of 9.6 percent, about 600,000 more California workers would have a job. That’s 600,000 more people who would be paying taxes to support funding vital services in California.

California voters made it clear once again during the November election that they are in no mood to pay more in taxes and fees. As the Legislature moves forward to bring spending in line with revenues, I am committed to finding those solutions without putting any further burdens on California taxpayers or California businesses.
CHRISTOPHER D. MYERS, president and chief executive officer of Citizens Business Bank, announced the promotion of David Brager to the position of executive vice president, sales division.

“I am thrilled to be able to promote from within the organization for this key leadership position. David is a strong leader and has a proven ability to drive outstanding sales performance. He will fit well into our executive management team,” stated Chris Myers, president and CEO.

Most recently, Brager served as senior vice president and manager of the Central Valley Region. He was responsible for leading and overseeing the successful integration of the bank’s FDIC-assisted acquisition of San Joaquin Bank in October 2009. The bank’s presence in the Central Valley presently consists of $1.5 billion in loans and deposits within the 12 business financial center locations from Bakersfield to Stockton. David joined Citizens Business Bank in 2003 and was initially hired to build a presence in the greater Fresno area on a denovo basis. In 2007, he was promoted to regional manager for the Central Valley.

Brager’s professional career incorporates over 23 years of banking experience with extensive background in management, commercial lending, business planning, sales and operations. He previously worked for Glendale Federal Bank from 1987 to 1993 and Westamerica Bank from 1993 to 2002.

More solar on the way?

The California Energy Commission has issued a proposed recommendation for approval of Solar Millennium’s Palen project, a 500-megawatt solar thermal plant to be located about 10 miles east of Desert Center.

Final approval from the Energy Commission is expected in mid-December, Solar Millennium officials announced at the Coachella Valley Economic Partnership’s Renewable Energy Roundtable last month. The U.S. Bureau of Land Management must also sign off on the project, which could occur early in 2011, company officials said.

Solar Millennium has estimated that the project could generate enough power for 150,000 homes and create more than 1,100 jobs at the peak of construction and about 130 permanent jobs.

If approved, the Palen project will be the third industrial-scale solar plant to be built on public land east of the Coachella Valley, an area known as the Riverside East solar zone. Solar Millennium’s 1,000-megawatt Blythe project and NextEra Energy’s 250-megawatt Genesis project have already been approved.

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OPERATION SCHOOL BELL®, originated in 1933, provides new school clothing, shoes and personal hygiene products to over 200 children who are in need of adequate school clothing. Referrals are made by San Bernardino City Unified School District personnel.

The Dr. Earl R. Grane Children’s Dental Health Center, established in 1949, provides complete professional dental services annually to over 6,000 local children of low income families who do not have insurance and are not receiving public assistance. Each referral is evaluated and financially screened.

These services include:

- General dentistry and oral hygiene instruction for over 2,000 children annually.
- Dental screening in San Bernardino elementary schools for more than 4,000 children annually.
- Special dental procedures, minor oral surgery and prosthetics.
- Orthodontia for more than 10 children every year.

For further information call Ann Doty (909) 886-2528.
“The National Export Initiative’s coordinated effort to increase American exports will not only generate important income opportunities for farmers and ranchers, but also create off-farm jobs, furthering the Obama Administration’s work to strengthen and revitalize America’s rural communities,” Agriculture Secretary Tom Vilsack said. “This renewed emphasis on trade will help America’s agricultural producers, who are the most productive in the world, further expand the United States’ agriculture trade surplus and contribute to the continued growth of our economy.”

Access to Export Financing
To improve access to credit, the President has called upon the Export-Import Bank—which provides critical financing when private banks are unwilling or unable—to increase its financing available for small- and medium-size businesses from $4 billion to $6 billion over the next year. The 2011 budget also allocates additional money to help the Export-Import Bank administer its expanded efforts. Progress is already being made. During the last three months alone, the bank has authorized $1 billion in small business financings and added 112 new small business clients—many of whom were first-time exporters—that are selling everything from nanotechnology-based cosmetics to date palm trees to sophisticated polymers to 45 countries around the world.

And Export-Import’s increased activity will dovetail with the administration’s other credit expansion efforts, including President Obama’s recent proposal to redirect $30 billion in repaid TARP loans to boost lending to small businesses. “In face-to-face conversations with foreign companies and government officials during the past year, I have consistently heard the same message—they want to buy high quality U.S. goods and services, and they want more American companies to sell to them. Ex-Im Bank is prepared to increase our outreach to both buyers and small- and mid-sized businesses to provide critical export financing and help us achieve the President’s goal of doubling U.S. exports within the next five years,” said Fred P. Hochberg, chairman and president of the Export-Import Bank of the United States.

More Resources for Export Promotion Efforts
The President increased the Commerce Department’s International Trade Administration (ITA) FY2011 budget by 20 percent to help meet the goals of the NEI. Those new resources will allow ITA to: Bring on as many as 328 trade experts to serve as advocates for U.S. companies; assist more than 23,000 clients to begin or grow their export sales in 2011; put a special focus on increasing the number of small- and medium-sized businesses exporting to more than one market by 50 percent over the next five years; increase their presence in emerging high-growth markets like China, India and Brazil; and develop a comprehensive strategy to identify market opportunities in fast-growing sectors like environmental goods and services, renewable energy, health care and biotechnology. Under the NEI, the 2011 budget also allocates $54 million to enhance the U.S. Department of Agriculture’s export promotion activities. That is going to result in more technical assistance to help farmers sell specialty crops, more foreign country promotions extolling U.S. commodities, and more direct assistance helping our farmers develop new foreign markets and increase market share in existing markets. Helping American farmers sell more simply equals more jobs. American agricultural exports totaled almost $97 billion last year, which represented nine percent of the goods the U.S. ships abroad. This activity supports about a million jobs. These jobs are both on the farm and off, in urban and rural communities, across many communities and professions.

Improving Access to Foreign Markets
The National Export Initiative directs the government to continue its efforts to remove barriers that prevent U.S. companies from getting open and fair access to foreign markets—including combating unfair tariffs and non-tariff barriers and addressing practices that blatantly harm U.S. companies. This administration will pursue trade agreements that are balanced, ambitious and improve market access for U.S. workers, firms, farmers and ranchers.
Real Estate...
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6311, 6321, 6331, 6371 Haven Avenue, directly off Interstate 210 in northern Rancho Cucamonga.

The property is 83% leased and shadow-anchored by Von’s and Trader Joe’s.

“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.

TEMECULA TOWNHOME SITE SOLD FOR $8.2 MILLION

Scripps I-15, LLC, an affiliate of American Property Enterprises has sold the 21 acre improved subdivision property named “Maravilla at Rancho Highlands,” comprised of three final mapped condominium parcels in the city of Temecula in southwest Riverside County. Woodside Homes of Southern California, based in Riverside, was the buyer.

Located along the western side of Ynez Road just south of Rancho California Road, the land comprises a portion of the master-planned Rancho Highlands residential subdivision. Allowing up to 271 condominium units under the approved Specific Plan, it was previously planned for 210 townhome units in a triplex configuration.

Both the seller and buyer were represented in the sale transaction by Les Whittlesey and David Harbour of Whittlesey-Doyle Land Advisors.

American Property Enterprises has had a long history with the property. After acquiring the unimproved land in December 2003 for $10 million, it sold the property to a publicly-traded home-builder in July 2005 for $20 mil-
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Universal Food Expands

Universal Food Co., makers of Golden Island jerky, has expanded its footprint and leased 8,000 square feet of office space. The manufacturer also plans to expand its workforce and hire 10-15 more employees.

“Moving our administrative staff from our current facility into this new space gives us extra capacity to manufacture our products. “We outgrew our current 22,000 square feet of production and office space; expanding the size and capacity of our facilities just made sense,” Universal Food Co. President Anna Kan said. “Our uniquely flavored jerky has fueled our recent triple digit sales growth.”

The added space is located next to Universal’s current operations in Rancho Cucamonga. The company will be investing over $500,000 in new renovations and equipment to keep up with projected growth.

“Moving our administrative staff from our current facility into this new space gives us extra capacity to manufacture our products,” Kan added. “We’re really excited about ramping up production.”

Universal Food also anticipates hiring 10-15 additional employees in the next few months so it can meet increasing demand for its Asian flavored snacks and jerky. So far this year, Universal Food has hired 20 more employees.

“We’re really on a growth spurt,” Kan continued. “Our unique jerky flavors—which include Chile Lime, Honey Chipotle, Grilled BBQ Pork and more—have captured the attention of foodies across the nation.”

Universal Food’s Golden Island brand of jerky can be found on Costco, Central Markets, and various local Asian store shelves from west to east coast. The manufactur-
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The Cathedral City Boys & Girls Club held a holiday wreath auction and a VIP reception that raised money for the organization.

The mission of the Boys & Girls Club is to inspire and empower young people to realize their full potential as productive and responsible citizens. The Boys & Girls Club values providing quality educational and recreational experiences to all children and youth.

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

A Cathedral City-based group dedicated to supporting cancer survivors received a $25,000 grant from H.N. and Frances C. Berger Foundation.

Gilda's Club's mission is to create welcoming communities of free support for everyone living with cancer - men, women, teens and children - along with their families and friends. Their innovative program is an essential complement to medical care, providing networking and support groups, workshops, education and social activities.

For more information on Gilda’s Club in Cathedral City visit www.gildasclub.org.

Bankers teach children about saving money. Learning to manage money can be a challenge for adults. That is why Canyon National Bank has designed a program to help teach kids the value of a dollar early on.

The first “Teach the Children to Save” community outreach program was launched by the bank and team leaders James Gibson, Linda Waller, Roger Dibble, Chad Jones, Sandy Miller, Sandi Goodall, Elena Adame and Mike Smith.

The bank donated a paid workday to employees who volunteered, giving them time to visit schools and talk to kids about the program.

The financial experts developed a “talk and teach” program for six Coachella Valley schools. Each child received a certificate of participation and brochures on savings accounts and how to become a successful saver.

For more information about Canyon National Bank visit www.canyonnational.com.
Employment... continued from pg. 3

Dark Clouds Still Hang Over Real Estate Market

The Inland Empire has not yet emerged from the broader economic downturn for one major reason: the housing crisis. Riverside and San Bernardino Counties suffered huge losses of equity when the housing market collapsed and have ended up with large numbers of vacant homes. The region was indeed one of the hardest hit in the nation. According to a recent report by CoreLogic, 55% of all mortgages in the Inland Empire are underwater. And while most of the nation is less underwater than they were at the end of last year, the Inland Empire’s situation has worsened on this front. The large number of distressed properties loom over the two counties, and there are almost certainly more foreclosures to come in the near future. Beacon Economics expects the continuation of foreclosures to push the region’s median home price downward again next year.

Goldilocks... continued from pg. 18

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.
As homemakers, parents and social events managers, we often forget that our paychecks are based on how the family wage earners are perceived in business. We may be very comfortable in our own surroundings with family and friends, but when we are invited to the bosses’ house, we must be informed and as comfortable as possible in unfamiliar territory.

Recently, at a formal dinner in the home of a C.E.O., manners exhibited by even senior managers was so appalling, the host made etiquette classes mandatory for all of the executives in his company.

In many cases, people skills are more important than technical skills. Today, C.E.O.’s are well aware that business has been lost due to social ineptitude of younger managers and there is a definite decline in human interaction due to the high-tech workplace. Skills that you think you have are often the very skills you do not have and you don’t even know you don’t have them. Most of us were raised by loving parents and taught to mind our manners; but today, social etiquette and business etiquette are quite different.

For example, whether it is a formal dinner, or a business lunch, many of the nuances of blunder-free dining are appropriate and expected. A business lunch or dinner is not about eating. It is about business, and the professional image you project.

If you are the host, you want your guests to feel comfortable, and the time spent with you a worthwhile investment. You want to provide an enjoyable atmosphere and accomplish business at the same time for a win-win event. A business meal is not a time for the scoop and shovel crowd to shine. Rather, it is a time to easily communicate your social acumen and exhibit your professional presence.

Approximately 90% of all high-end executives are taken to lunch or dinner before they are hired. Not because the would-be employer thinks they are hungry. It is to test the social skills, the communication skills and yes, table manners to see whether or not the future manager or executive will be able to properly represent the company at social events and business meals.

Often, the spouse is included in the pre-hire process. I know of one example, when the wife of a candidate arrived for lunch with the would-be employer wearing her jogging suit. Right then and there, the interview process ceased.

It is important to remember that a spouse is a partner. Your spouse can be a benefit or a detriment. When a spouse is asked to join you at an important business event, it is your responsibility to make certain you explain expectations and who’s who on the guest list.

When you are dining at your employer’s home and you enjoy mint jelly with your lamb, or applesauce with your pork, and it hasn’t been served, don’t ask for it. Your request would embarrass the hostess because she either didn’t have it, or has forgotten it.

As an invited guest, it is customary to bring a small gift. Do not bring flowers, which the hostess must stop what she is doing and immediately arrange. Do not bring wine you expect to be opened and shared. Do not bring candy, which tempts a dieter or even worse a diabetic. Small books, a plant, a flower arrangement, in a decorative container, are very appropriate gifts. You could also select a good bottle of wine and present it, not chilled, to be enjoyed at another time.

Although it is necessary to arrive early for a business event, it is not considered good form to arrive early at a private home.

Always carry a good supply of business cards. Try never to be without them, even socially. An occasion may arise when you’ll be glad you carried your cards. Be discreet, however, and careful in a private home. If business cards are exchanged, try to find a private spot, perhaps a hallway. Don’t ever produce a business card at a private luncheon or dinner in the presence of others.

If it is getting late and you want your guests to make their exit gracefully, here is a little hint. Casually walk toward the door and take your place. As your guests stop by to talk with you, they will automatically take their leave. It is a gesture that guides the sub-conscious mind very effectively.

A few extra suggestions you may find helpful are actually reminders.

• Remember to pass the salt and pepper together. Think of them as a bride and groom and they should never be separated.

• When passing food, always pass to the left around the table.

• Your bread plate is on the left; your liquids are always on the right. Sometimes it does get confusing.

• Never put a used utensil on the table. Put it on the plate, saucer, or bread plate. Never use it to point or wave it in the air.

• Don’t begin to eat anything until the host has begun to eat.

• Open your napkin under the table and place it in your lap, with the fold facing you.

• No elbows on the table please, and take small bites so you can participate in table conversation, without talking with food in your mouth.

• The expression “turning the tables,” comes from talking to the person on your right and then on your left. Don’t focus your attention on one person, especially your spouse, but “turn the tables,” and include as many guests as possible in the conversation.

There is a distinction between your business life and your personal life. When you treat business colleagues as friends and family, it often has a disastrous effect. Don’t allow the invitation to dinner at the bosses’ home destroy the sense of boundaries that characterize professional behavior. It is not just a friendly dinner. Remember, your boss also fires people. When engaged in conversation, after a glass of wine or two, one must be careful not to slip into the cozy, casual, at-home mode, and reveal something personal about oneself. Don’t reveal too much because you will definitely come to regret it in the morning.

Visit Barbara Bergstrom’s website at www.BaraBaraBergstrom.com or e-mail her at BarbaraBergstrom@aol.com for additional information.
Schwarzenegger... continued from pg. 14

Quality Control Board, where he has served as a member since 2000. He has worked for the University of California, Riverside (UCR) as consultant for International Agricultural Programs since 1995, dean of International Programs for the College of Natural and Agricultural Sciences since 2010 and associate dean from 1995 to 2010. Previously, Van Gundy worked for UCR as professor of nematology and plant pathology from 1973 to 1993, dean of the College of Natural and Agricultural Sciences from 1990 to 1993, acting dean of the College of Natural and Agricultural Sciences in 1986, associate dean of research for the College of Natural and Agricultural Sciences from 1985 to 1988, chairman of the Department of Nematology from 1972 to 1984, assistant vice chancellor of research from 1970 to 1972, associate dean of research from 1968 to 1970 and an assistant nematologist for the Department of Nematology from 1957 to 1968. He is a member of the American Phytopathological Society, Society of Nematologists, Society of European Nematologists, Helminthological Society of Washington, American Institute of Biological Sciences, American Association for the Advancement of Science and the Organization of Tropical Nematologists. This position requires Senate confirmation and the compensation is $100 per diem. Van Gundy is a Republican.

Boxer Takes Swing At New Gym

Inland Empire boxer Michael “Lil Warrior” Franco, who recently opened a sports skills gym in Rancho Cucamonga, has set his sights on expansion.

Michael Franco, a junior featherweight boxer from Riverside, recently opened a multi-purpose skills facility on Foothill Boulevard in Rancho Cucamonga called Warriors Combat Academy. The new gym offers classes and instruction in boxing (beginning and advanced), fitness, Brazilian Jiu-Jitsu, wrestling, no-limits Jeet Kune Do and Muay Thai kickboxing.

All of the coaches/instructors at Warriors Combat Academy are professional fighters, or former pros, including Franco who continues to box professionally and recently extended his undefeated 17-0 record (11 knockouts) with a unanimous decision over Adolfo “El Terror” Landeros. Franco opened the multi-training facility with the assistance of his father, Al Franco.

The “Lil Warrior” has plans to introduce some new programs at the Academy, such as one specifically designed for disabled veterans to help them get back on their feet and remain active. Franco intends to eventually expand his operation to also include a non-profit, “boxing-only” gym. The gym is planned to be free for all kids 17 and under. “When I started out, it was free and I just want to give others the same opportunity that I had,” commented Franco.

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

Claremont... continued from pg. 9

imports into the ports of Los Angeles and Long Beach declined 28% and 42% respectively between October 2007 and March 2009.

Inland Empire retail sales have declined by more than 20 percent from the peak reached in the summer of 2006. The government sector, which is the largest employer in the Inland Empire and accounts for approximately 20 percent of the jobs in the metropolitan area, will remain weak for the foreseeable future given the large drop in tax revenues from the recession. Government employment has declined 4 percent since December 2007.

The Inland Empire economy will gain from a rebound in Los Angeles and Orange Counties. Faster job growth in Los Angeles and Orange County should also boost the Inland Empire economy.

“An additional boost may come from migration. The preliminary evidence on recession based migration shows an in-migration to parts of the Inland Empire from Arizona,” according to a new study authored by UCLA Anderson Forecast Senior Economist Jerry Nickelsburg. “Family connections and unemployment may be reversing some of the migration patterns of recent years and though the magnitude is not yet known, it will tend to push up local demand,” said Nickelsburg.

Overall, economic recovery in the Inland Empire will be protracted and sluggish. Housing, logistics, and the retail sector have experienced dramatic declines and are currently operating at a very low base compared to the rampant economic activity achieved in the summer of 2006.
Museum of History and Art, Ontario

The Times of Dave Brubeck

Paul Desmond, Joe Benjamin, Dave Brubeck, and Joe Morello, 1958. Brubeck Collection, Holt-Atherton Special Collections, University of the Pacific Library. Copyright Dave Brubeck.

Bobby Militello, Randy Jones, Dave Brubeck, and Michael Moore, 2005. Brubeck Collection, Holt-Atherton Special Collections, University of the Pacific Library. Copyright Dave Brubeck.

Dave Brubeck on the cover of TIME magazine, 1954. Brubeck Collection, Holt-Atherton Special Collections, University of the Pacific Library. Copyright Dave Brubeck.

Exhibition Dates:
December 2, 2010 through January 23, 2011
225 South Euclid Ave.
Ontario, CA 91762
Open Thursday through Sunday
Admission is free

909-395-2510
www.ci.ontario.ca.us
only spends 10 minutes on the phone with you, they don’t have enough information to give you a quality temp. Any temp request conversation should take 20 to 30 minutes, unless the salesperson has already obtained key information. The person should ask you such questions as:

- Who will the temp report to and what is that person’s personality like?
- What will be the temp’s main duties?
- How will you know if the temp is successful?
- How will you measure the temp’s performance?
- Why is this position vacant?
- What’s the culture of the department the temp will be working in?
- Will this role go to direct hire, or do you want a long-term temp?

Additionally, if you call in a temp request and the agency doesn’t respond within a day to tell you the progress on that order, that’s not a responsive temp service and you may want to look elsewhere.

Temporary solutions for great results

Using temporary employees is a great solution for many companies. Fortunately, temps can be just as skilled as your full-time employees. The good ones, though, are in high demand. To ensure that you get the best of the unemployed, you want to find a service that targets and attracts the top 20% of the unemployed talent out there. Such temp firms are usually staffed by referrals and do very little advertising to recruit their temps; they are so effective that people tell their friends to go apply, and therefore they get the very best of the unemployed. Ultimately, any temp service is only as good as the people it places. If you have a job to be done, not only do you want someone technically qualified, but you also want someone who has a positive outlook, someone who works well with others, and someone who is a self-starter.

So do your due diligence before working with any temp agency. When you do, you’ll find great people to work with who will help your work go smoothly and add to your company’s success.

For more information, please visit www.jeankelley.com.

Thinking of...

continued from pg. 17

There are three tips for building community and profits through social media:

1. If one of your personal friends finds the page and offers a friend request, direct that individual to your personal page.
2. Realize that while you can control whom you befriend, you have no control over who becomes a fan of your company’s fan page. People become fans because they are interested in your topic.
3. Build community...and profits

With more than 400 million active users on Facebook, this is one place you definitely want your company to be seen. The key is for clients, prospects, and the Facebook community at large to see your business in the most positive light possible. By keeping your business and personal information separate, building your pages professionally, and posting relevant content your audience will want to read, you can create powerful relationships on Facebook that positively impact your company’s bottom line.

For more information, visit www.FindabilityGroup.com.
# 2011 Editorial Schedule

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It’s mid-winter in British Columbia, time to slip into a warm and cozy suit, grab a board and head for . . . the beach! If surfing giant rollers isn’t your thing when the temperature drops, meander instead through landscapes where tropical-coloured blossoms sway as wildlife peers wide-eyed from between the fronds of a lush garden... underwater! OK, so you’re bundled into a dry suit, but who says winter has to be all about ice and snow? In coastal southern BC, temperatures hint at Mediterranean balminess and lavender and rosemary thrive in window boxes year round, so it’s almost possible to forget it’s December, or January, or February...

Just because BC is rippled with snow-capped ranges doesn’t mean everybody loves to snap into skis—skinny, fat or single board—and challenge their vertical vertigo. That’s not your thing when the temperature drops, meander instead through landscapes where tropical-coloured blossoms sway as wildlife peers wide-eyed from between the fronds of a lush garden... underwater! OK, so you’re bundled into a dry suit, but who says winter has to be all about ice and snow? In coastal southern BC, temperatures hint at Mediterranean balminess and lavender and rosemary thrive in window boxes year round, so it’s almost possible to forget it’s December, or January, or February...

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**Culinary Combo Makes Rancho Debut**

Kobe Japanese House, a new combination teppanyaki and sushi restaurant, is now open in the Deer Creek Village Center in Rancho Cucamonga.

Offering an intimate dining atmosphere that combines teppan grill cooking and a sushi bar, the Kobe Japanese House provides an entertaining and delicious combination for both teppanyaki and sushi fans. Kobe Japanese House, which is open for lunch and dinner, provides dozens of sushi choices, lunch combination and dinner entrees. Sushi selections range from the familiar (California roll) to the exotic (fresh water eel/unagi), and dinner entrees include specialties such as Habachi shrimp and pineapple calamari, all prepared tableside on a teppan grill.

Teppanyaki is a style of Japanese cuisine that uses an iron griddle to cook food. The word teppanyaki is derived from teppan, which means iron plate, and yaki, which means grilled, broiled or pan-fried.

The Kobe Japanese House is located at 7900 Haven Avenue in Rancho Cucamonga.
Vancouver. Here, take a wildlife safari aboard a Canadian Outback Adventures’ raft to watch one of the highest concentrations of bald eagles in the world—hundreds of them—gathering from November through February. Watch the birds plunge from treetop perches to pluck migrating salmon from the river. Further north, you can do the flying yourself by soaring above snowy treetops and across streams securely harnessed to a steel cable: Ziptrek Ecotours has made zip-lining a year-round sport at Whistler.

The surf goes up as the thermometer drops on the west coast of Vancouver Island where the small town of Tofino has become Canada’s surfing capital. Rollers six-metres (20-feet) high pound long, empty beaches to the delight of surfers seeking the thrill of riding big waves. Guests at Long Beach Lodge Resort can learn the tricks of the trade from the lodge’s dedicated pros at the Surf Club. Additionally, the Pacific Surf School has camps to provide know-how and the female instructor-led Surf Sister Surfing School is dedicated to getting girls onto boards (boys can join, too).

Counter-intuitively, keeping your fingers crossed for a storm has become a winter tradition in Tofino for those addicted to that coast’s spectator sport of storm-watching (Official Season: November through March). Enthusiasts head to the west coast, don rain gear and prowl beaches in search of the biggest and loudest thundering waves. Idyllic spots for storm ogling here are as varied as the landscape: curl up in front of a fireplace and watch the raging action from the toasty side of a picture window at the Pacific Sands Beach Resort, nosh on local fare in the fabulously scenic Great Room at the Long Beach
CSUSB...
continued from pg. 3

States and was named the “most innovative school of business” in the Western U.S. The publication listed one winner for each of 18 regions around the world.

European CEO Magazine’s awards recognize the world’s leading centers of excellence in a variety of categories and industries. For the first time, the magazine awarded the Global Business Education Awards, which spotlight the most innovative business schools by region.

“It’s a remarkable achievement to have been identified by European CEO Magazine as among the very most innovative business programs in the world, as well as in the top four in the U.S., and the very most innovative in the Western U.S.,” said Cal State San Bernardino President Albert Karnig. “The swift development of various academic programs and the creation of key research centers have vaulted the college forward. My applause to the faculty, staff and administrators for their fine work. And congratulations to students who’ve made such a wise choice in attending CSUSB’s College of Business and Public Administration.”

“It was not just one outstanding program that tipped us into the top 18 in the world; it was an aggregate assessment of our innovative opportunities for students overall,” said Karen Dill Bowerman, dean of Cal State San Bernardino’s College of Business and Public Administration.

Bowerman cited a course that brings multiple perspectives of faculty, executives and international and domestic students, as well as student teams from partner universities in other nations, together as participants in joint case studies, as an example. The cases are built around actual business situations of regional executives, who then hear and critique student presentations.

She also mentioned innovative programs, such as sponsored field projects in partnership with overseas businesses and governments in France, Germany, China, India, Taiwan and Korea. These programs allow students to gain an experiential understanding of the language, history, culture, society, economy and business practices of a foreign nation.

“We are in excellent company with London School of Business and the National University of Singapore School of Business and others,” Bowerman said. “This recognition makes every one of us very proud and will stimulate outstanding students for our regular M.B.A. program and for the M.B.A. for Executives program that is currently gathering a cohort for delivery in Ontario.”

The University at Albany, State University of New York in the North Eastern U.S., George Washington School of Business in the Southern region and the Mendoza Business School at the University of Notre Dame in the Midwest were the other institutions recognized by the United States.

continued from pg. 39
The authors offer the following
example of their companies’ business.

Several of the more popular business fads of the last 40 years, looking for ideas that followed the characteristic trajectory from sudden prominence to obscurity. Reviewing 1,700 academic, professional, business, and trade publications over a 17-year period, we observed the rise and fall of many business fads.

“Though the term ‘fad’ may seem dismissive, it’s not: Fads like TQM can profoundly change companies, for better or for worse. And they can introduce useful ideas that companies incorporate into practice, even as the fad itself fades from the scene.”

Among the satirical bits are ideas designed to make you think about the nature of management and its goals. For example, in its simplest terms the goal of management in an organization whose goal is to make money is to contribute to that goal. The goal of management in a governmental or not-for-profit company is to do virtually everything else except making money. If you accept that principal, however, you are hard put to understand why entire industries such as banking, insurance, and U.S. auto manufacturing have done such a terrible job at making a profit, while the U.S. federal government has for the past two years virtually owned banks and insurance companies, and actually owned two-thirds of the American auto manufacturers. Oddly enough, apparently the governmental management didn’t know any more about running these industries than did the industry managers themselves.

Then there is the very specific (and very funny) send-up of highly paid management that has outsourced major elements of their companies’ business. The authors offer the following sample that was widespread in Montreal in 2005:

“Air Maple Leaf today announced the office of the president, CEO and chairman will be outsourced as of April 30, for the remainder of this fiscal year and beyond. ‘At the end of the day, the cost savings will be quite significant,’ says an Air Maple Leaf spokesperson. ‘We simply can no longer afford this inefficiency and remain competitive on the world stage,’ he said.

R a h d p o o r Nahassbaalapan, 23, of Indus Teleservices, Mumbai, India will be assuming the office of president, chairman, and CEO as of May 1. He will receive a salary of $360 Canadian a month with proportionate benefits.

Mr. Nahassbaalapan will maintain his office in India and will be working primarily at night, due to the time difference between Canada and India.

...The Air Maple Leaf board continues to explore other outsourcing possibilities, including Air Maple Leaf’s more than 100 vice presidents.

The authors zero in on the parade of management fads that have come and gone for at least the past 30 years. They put it this way:

“What makes them so popular is what undermines them in the end. ‘TQM, MBO. Japanese management. Like fashion trends, management fads erupt on the scene, enjoy a period of prominence, and then are supplanted. What makes business fads so attractive? And how can managers tell a fad from a tool that might endure? ‘To find out, we studied many of the more popular business fads of the last 40 years, looking for ideas that followed the characteristic trajectory from sudden prominence to obscurity. Reviewing 1,700 academic, professional, business, and trade publications over a 17-year period, we observed the rise and fall of many business fads.

“Though the term ‘fad’ may seem dismissive, it’s not: Fads like TQM can profoundly change companies, for better or for worse. And they can introduce useful ideas that companies incorporate into practice, even as the fad itself fades from the scene.”

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(1)*)

2. “Blink: The Power of Thinking Without Thinking,” by Daniel H. Pink (Penguin Group...$26.95(7))


5. “Crisis Economics: A Crash Course in the Future of Finance,” by Nouriel Roubini and Stephen Mihm (Penguin Group...$27.95(5))

6. “Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial Systems - and Themselves” by Andrew Ross Sorkin (Penguin Group...$32.95(4))

7. “Aftershock: The Next Economy and America’s Future,” by Robert B. Reich (Alfred A. Knopf...$25.00(6))

8. “The Big Short: Inside the Doomsday Machine,” by Michael Lewis; W.W. Norton...$27.95(2)

9. “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(1)*)

10. “How the Mighty Fall: And Why Some Companies Never Give In,” by Jim Collins (HarperCollins...$23.95(9))
Management... continued from pg. 38

think, such as employee evaluation of senior executives’ competency.

“Management: It’s Not What You Think!” adds broad touches of humor to the very serious economic and business problems that have been accumulating during the past half-century. The issues aren’t funny, and that may be one reason why humor works in this case.

—Henry Holtzman

Accent... continued from pg. 19

the cost and the risk of information technology by providing proactive IT services, computer support, IT outsourcing, IT consulting, network services, business telephone/VOIP, new building and remodel cabling, and wireless solutions.

BC’s... continued from pg. 36

Lodge Resort, or be lulled into bliss, courtesy of the pounding surf, during a luxurious hot stone massage at the Wickanninish Inn.

After all, après activities are an integral part of winter and they’re as varied as the sports they follow—after a day on the trail, slip into a year round spa in one of BC’s many northern guest ranches like the Willisson Lake Resort that shift gears from riding to cross-country skiing and snowshoeing in winter. Or slide into a natural hot pool surrounded by the Kootenay wilderness at Radium Hot Springs, all fringed in snow and ice and steaming temptingly into the frosty winter sky.

For more on British Columbia’s destinations and travel information, call 1-800 HELLO BC® (North America) or visit www.HelloBC.com

Universal... continued from pg. 26

er also recently opened an online store at www.goldenislandgourmet.com.

Headquartered in Rancho Cucamonga, Universal Food Co. manufactures specialty meat snacks under the Golden Island Brand. Known for innovative flavors and profiles, Golden Island products can be found at select Costco locations and other retail chains nationwide.

Banning... continued from pg. 32

“We’re just so happy that you’re here.” She described the old hotel as an important part of downtown. Councilman and redevelopment chairman Don Robinson presented Lawson with a postcard and painting of the old hotel.

Lawson and his business partner, Leo Branton, are based in Gardena. Lawson said he’s been a developer for 35 years.

Real Estate... continued from pg. 26

lion. Although the builder spent an estimated $7 million for land improvements and plans to build a 210 unit town-home community, the project stalled due to the 2008 recession. American Property Enterprises then repurchased the property from the homebuilder in December 2008 for $3 million. On Oct. 13, 2010, American Property Enterprises sold the property again, this time to a privately-owned homebuilder for $8.2 million in cash plus a contingent participation feature that could yield as much as $1.5 million more in profit as the property is developed.

“Having previously owned the property, we recognized the intrinsic value of the site and took the risk to buy it in 2008 even though the California and U.S. economies were in turmoil,” said J. Stephen Quinn, president of American Property Enterprises, “and during the current, difficult economic environment, we have continued to take risks to acquire high-quality real estate at very favorable prices.”

Andrew Murphy, chief operating officer of American Property Enterprises, also commented on his company’s investments in the region. “Within the last couple of years, we’ve been busy acquiring good residential development sites around Southern California, comprising over one thousand individual home sites, utilizing a combination of internal and outside capital sources. With our company’s expertise in land acquisition and entitlement processing, and our prior experience in homebuilding, we have been able to recognize the opportunities that homebuilders will want to acquire in an improving market, and to buy those opportunities for very attractive prices.”

CSUSB... continued from pg. 37

“Education development issues have been increasingly highlighted by the readers of European CEO Magazine as a topic of great concern,” according to the organization’s website. “They appreciate that to develop a modern business their staff must be trained to the very highest possible standards. In recognition of this we are introducing for the first time our Global Business Education Awards. These awards will provide recognition of the world’s leading centers of excellence.”

Unlike other business education award programs, European CEO’s judging panel sought out institutions large or small that truly add value to the total development of corporate executives—and not just in terms of their salary expectations.

“By offering three tracks and nine concentrations, our M.B.A. curriculum caters to the diverse needs of young aspiring business leaders as well as established business professionals or top executives striving for personal and career development,” Bowserman said. European CEO’s award selection panel used a wide range of criteria to select its 2010 Global Business Education Awards, including accreditation, accessibility, value for the money, diversity of curriculum and methodology, student to teacher ratios, graduation rate, admissions procedures, placement potential, training in technology, research, holistic approach, sustainability and graduation rate. The most recent cohort of Cal State San Bernardino’s M.B.A. for Executives program, for example, had a graduation rate of 93 percent.

A complete list of winners can be found at www.euro-
peanCEO.com/news/home/awar-
ds/article652.html. For an online version of the magazine, visit www.europeanCEO.com and see “latest edition.”
SAFARI GARD
171 C AVE.
STE. C
CORONADO, CA 92128

International Holdings Inc
171 C AVE.
STE. C
CORONADO, CA 92128

Woodcrest Engineering
15790 RANCH VIEJO DR.
RIVERSIDE, CA 92506

HAASE, LAWRENCE
161 76 SADDLE CREST PL.
RIVERSIDE, CA 92506

David Avila Boxing
6605 LASSITER RD.
RIVERSIDE, CA 92506

Avila, David Amado
6645 LASSITER RD.
RIVERSIDE, CA 92506

Studio Ps 139 R&P Photography
505 505 BONSI AVE.
WINCHESTER, CA 92596

Mitchell, Rowena Gacer
31050 BONSI AVE.
WINCHESTER, CA 92596

Noriega, Pete
31050 BONSI AVE.
WINCHESTER, CA 92596

Lidias Cleaning Svs
33653 CANYON RANCH RD.
WILMINGTON, CA 90744

Romero, Lidia
33653 CANYON RANCH RD.
WILMINGTON, CA 90744

Luxury Advertisement
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LAKE ELsinore, CA 92532

Shamongke Mctarland
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LAKE ELsinore, CA 92532

Core Construction Services
28754 BRIDGEWATER LN.
MENIFEE, CA 92584

Hope, Anthony Charles
28754 BRIDGEWATER LN.
MENIFEE, CA 92584

Ray's Precision Hand Deburring
9730 ARLINGTON AVE.
RIVERSIDE, CA 92503

Guerreiro, Raymon Obriz
19438 HEBRON CT.
RIVERSIDE, CA 92508

Hedges, Diana Lynn
19405 SCARSDALE ST.
RIVERSIDE, CA 92508

Tax Centers of America in Corona
1218 MAGNOLIA AVE.
STE. 100
CORONA, CA 92881

Sidhu Harprit
22386 AMBER FRE E DR.
CORONA, CA 92883

D & I Janitorial Services
12122 DEERWOOD L N.
MORENO VALLEY, CA 92557

Rivera, Daisy Carolina
12122 DEERWOOD L N.
MORENO VALLEY, CA 92557

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29080 ALCANTARE AVE.
MORENO VALLEY, CA 92557

Browal, Lori Michele Philipp
29080 ALCANTARE AVE.
MORENO VALLEY, CA 92557

Construction Grading Company
82-910 HECKMAN DR.
THERMAL, CA 92274

Young, Rocky Neul
82-910 HECKMAN DR.
THERMAL, CA 92274

Design Group, The
83-750 CITRUS AVE.
STE. 9
INDIO, CA 92201

Rio Design Group, Inc
83750 CITRUS AVE.
STE. 9
INDIO, CA 92201

Image Auto Body
82-375 MARKET ST.
INDIO, CA 92201

Angulo, Ben Felix
82-245 MILE ST.
INDIO, CA 92201

VIP Property Home Services
7992 Mission Dr. EAST
LA QUINTA, CA 92253

Stone, Marynell
1146 CORSICA DR.
PACIFIC PALISADES, CA 90272

Land Mart Financial Services
777 E DAQUINZ CANYON WAY
STE. 203-31
PALM SPRINGS, CA 92262

Martinez, Raul
945 ALTA RIDGE
PALM SPRINGS, CA 92262

Abby's Fashions
34550 MARCIA RD.
STE. C
CATHEDRAL CITY, CA 92234

Romero, Virginia
34550 MARCIA RD.
STE. C
CATHEDRAL CITY, CA 92234

Pet Collections
34550 MARCIA RD.
STE. C
CATHEDRAL CITY, CA 92234

Desert Cities Bail Bonds
52137 MORGAN AVE.
COACHELLA, CA 92236

Carmona, EJisel Gomez
52137 MORGAN AVE.
COACHELLA, CA 92236

Jws's BBQ
1420 E VIA ESCUELA
PALM SPRINGS, CA 92262

Norwood, Martine Jean
1420 E VIA ESCUELA
PALM SPRINGS, CA 92262

Norwood, Walter Lee
1420 E VIA ESCUELA
PALM SPRINGS, CA 92262

Garlen Home Care I
68120 VEGA RD.
CATHEDRAL CITY, CA 92234

Paalu, Glorioso Mercado
68120 VEGA RD.
CATHEDRAL CITY, CA 92234

Garlen Home Care II
68120 VEGA RD.
CATHEDRAL CITY, CA 92234

Kgn
78140 CALLE NORTE
LA QUINTA, CA 92253

Santa Ana Bail Bonds
511 BORREGO RD.
LA QUINTA, CA 92253

Apple valley CATERING
12180 RIDGECLIFFE RD.
STE. 114
VICTORVILLE, CA 92395

Auto Resources
2444 BURT ST.
UPLAND, CA 91784

Bickford Covington and Associates
511 BROOKSIDE AVE.
REDLANDS, CA 92373

Bobey's Bouncers & Party Supply
3820 WHIRLAWAY LN.
CHINO HILLS, CA 91709

Chepe Road Service
110 E. 2ND ST.
SAN BERNARDINO, CA 92404

Clean Green Power Wash
1227 LUNA RD.
PINON HILLS, CA 92268

Imperial Auto Center
12675 FOOTHILL BLVD.
FONTANA, CA 92335

Invoked Media
2337 N. ESCLUS AL AVE.
UPLAND, CA 91784
Inland Empire... continued from pg. 44

Snow Summit Ski Resorts.*
- Downhill ski and snowboard, legendary Bear Mountain and dancing. Nearby: • Safari into the forest and Zipline among Big Bear’s treetops; absolutely exhilarating!* • Bobsled the Alpine Slide at Magic Mountain, Big Bear; incredible, highland fun! • Also at Big Bear, horseback ride into the beautiful snowy wilderness.* • Visit alpine wildlife in their natural habitat at Moonridge Animal Park, Big Bear.

SOUTHWEST IE


Nearby:
- Golf Journey at Pechanga and Temecula Creek Inn (Creek, Oaks, Stonehouse Nine), Temecula.*
- Stroll Old Town Temecula; architecture old/new; remarkable fountain, new Town Square.
- Explore Temecula Valley Wine Country; discover spectacular variety of wine-styles.
- Hike Santa Rosa Plateau Ecological Reserve, Murrieta; listen for wintering songbirds.

There’s more!

IE MOUNTAINS AT IDYLLWILD

Rainbow Inn on Strawberry Creek, Idyllwild, hosts a spirited Studio 54 Disco Fever New Year’s Eve Celebration* with hor’s dources, dancing, and joyful countdown at midnight. Nearby: Cross-country ski, snowshoe, sled, and snow-play: Mount San Jacinto State Park.

Nearby:
- Wander the charming village and environs to appreciate sublime and majestic views of Idyllwild, the San Bernardino National Forest, and San Jacinto Mountains.

IE AT CALICO TOWN

Calico Ghost Town’s New Year’s Eve celebration is the Winter Wonderland Masquerade Ball*, an evening bringing in 2011 in Old West style; attendees are encouraged to wear winter-colored attire (white, silver, ice blue). Nearby:
- View multi-colored rock formations and walk the scenic canyons of Rainbow Basin.

***PLEASE NOTE: Information is believed to be accurate but is subject to change. Please call ahead for the latest details.

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’s finest golf events, and supported by first-class corporate sponsorships, a spring tournament is played in 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 wineries. 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.

The Unforgettables mission is to financially support families during one of the most unthinkable times they will ever encounter—the loss of a child. The Unforgettable provide financial support to families in need so that these children have a final resting place. Your support of the Foundation’s unique mission helps facilitate the vital process of grieving and healing for hundreds of hurting families. It is the help we all hope we’ll never need.

To learn more about The Unforgettables, or to make a gift, visit our website at www.theunforgettables.com, or call (951) 680-9996.
In the days before and following New Year’s Eve, the popular Inland Empire (IE) becomes Southern California’s CELEBRATE and PLAY-ground! Fantastic events on 12/31 herald 2010 into 2011. Nearby, activities throughout the holiday (12/30-31, 1/1-2) make for one of the most memorable weekends of the year. From the IE’s west (Ontario, Rancho Cucamonga) and metro heart (Riverside, San Bernardino), to the mountains (at Lake Arrowhead, Big Bear, Idyllwild), southwest (Temecula Valley) and furthest reaches (Calico Town), sensational destinations* encourage arrive early and extend your stay. (*Reservations required or recommended. Please call ahead.)

IN WEST IE
The New York Grill*, Ontario, celebrates New Year’s Eve with distinctive dining, dynamic style, and its signature, East Coast New Year’s Eve countdown (9 pm). Fashionable Flemings Prime Steakhouse & Wine Bar*, Rancho Cucamonga, offers Veuve Clicquot champagne, special menu selections, wine pairings - three! Evenings (12/31, 1/1-2). At Jazz Café*, Ontario 12/31: an extraordinary Cajun/Creole dinner buffet; dancing to star-studded, live top 40, R & B; plus party favors, champagne toast. Legendary for its live rock bands and excellent atmosphere, be at Etiwanda Road House, Rancho Cucamonga, for New Year’s Eve to have fun and rock out. Nearby:
- Golf at Empire Lakes Golf Course, Rancho Cucamonga, and Sierra Lakes Golf Club, Fontana.*
- Hike the North Etiwanda Preserve, Rancho Cucamonga; look for hawks soaring overhead.
- Take a scenic chair ride up into the picturesque San Gabriel Mountains at Mount Baldy.
- Hike middle fork Lytle Creek enjoying cascades and waterfalls en route to Cucamonga Peak.
- Ski, snowboard, tube, and trikke at Mountain High Resort, Wrightwood.*

IN METRO IE
- Cross-country ski and snowshoe, Rim Nordic Ski Area, Running Springs.*
- Ski and snowboard, Snow Valley Mountain Resort, Running Springs.*

IE MOUNTAINS: LAKE ARROWHEAD AND BIG BEAR
Glorious sight to behold: New Year’s Eve Torchlight Parade as 100 skiers and snowboarders serpentine a path of light at Snow Summit, Big Bear (7 pm start). Luxurious Lake Arrowhead Resort* celebrates with a New Year’s Eve Party dinner buffet/intriguing, food stations, great music, dancing, and midnight countdown. Designed especially to follow a day of great skiing and riding, both Bear Mountain* and Snow Summit Ski Resorts, Big Bear, feature New Year’s Eve festivities with music. Inviting Northwoods* Resort celebrates New Year’s Eve with a memorable evening of dinner continued on page 43