June 2011

Inland Empire Business Journal
City of Coachella and Its Partners Complete CPV Solar Power Plant

The City of Coachella announced that a 420 kW concentrator photovoltaic (CPV) power plant at the City Coachella Water Reclamation Plant has been completed. The solar power installation was developed by Johnson Controls and Solar Power Partners (SPP) using 55 SolFocus SF-1100S tracking CPV systems. The installation will offset 40 percent of the reclamation plant’s daytime energy consumption. The plant has been built on disturbed land which had limited potential use until the City envisioned employing this land for renewable power generation, which would help the City reduce operating costs and its carbon footprint. Using an innovative financing structure, the City leased the land to Solar Power Partners, Inc., who financed and owns the project, and will operate the plant, selling electricity to the Water Reclamation Plant under a long-term power purchase agreement. The project was originated by Johnson Controls who is also designing and constructing the facility under contract with SPP. The plant is connected to the regional electrical grid serviced by the Imperial Irrigation District (IID).

“In Coachella, we have a firm...
Keep Email Marketing Fresh With Engaging Content

By Craig Fitzgerald

Email is a key vehicle for your brand to reach loyal customers with opt-in communications. However, your business has to be aware of inbox blindness. To encourage more consumers to open your emails, it’s important to keep content fresh, engage customers and build a following through meaningful communication.

Engaging Material

A successful email campaign begins with great content that offers value to your subscribers. Cut through the clutter by offering meaningful insights to readers. Think like a publisher and immerse yourself in the content marketing business. Traditional media has to engage and inform in order to sell; it’s the same with digital communications.

By delivering useful and meaningful information, you become one-half of a trusted relationship. Weekly deals and special offers don’t consistently engage your customers, especially when they’re out of a buying cycle. Content should provide added value relevant to your subscribers. It shouldn’t be solely focused on your brand or offerings.

For example, a local bank might pique reader interest in its e-newsletter by including information on converting a traditional IRA to a Roth IRA; a restaurant might tie in interesting community events. Topics like these are related to your line of business, but aren’t blatant marketing or promotional pieces.

Time Your Communications to Avoid Overload

The frequency of email communication is very important—you don’t want to over saturate inboxes. Since email is a very personal channel, be careful not to over communicate. The appropriate number of emails per month depends on your business, but one or two per month is usually a good benchmark. Monitor open and click through rates to judge if you’re properly timing your communications.

The day and time of day your communication is delivered are also critical factors to monitor. Restaurants looking to fill tables on a slow night might find it effective to send on a Monday or Tuesday afternoon, while a motorcycle shop may

continued on page 24
Can Texas… continued from pg. 1
Management principle #1—do not punish good behavior or reward bad behavior.
Management principle #2—do not reward bad behavior or punish good behavior.

Think anyone in Sacramento ever heard these rules?
So buckle up—here’s some information to chew on, and between now and next month’s edition, we’ll be interviewing some IE’s business leaders and its politicians.

* Roy Paulson is the president of Paulson Manufacturing Corporation, founded in 1947 in Temecula. Roy Paulson also served as the chair of the California Inland Empire District Export Council and the National District Export Council Export Control Modernization Sub-Committee.

TEXAS AS COMPARED TO U.S. AND 8 PEER STATES
(NEXT MONTH WE WILL COMPARE TEXAS TO CALIFORNIA)

Top five indicators
Real gross state product
Per capita personal income
Total exports of goods
Manufacturing’s share of real GSP
Real manufacturing output per worker

As the third-largest economy in the United States, Texas contributed 7.8 percent to the U.S. real GDP in 2007. Its annual economic growth rate averaged 3.3 percent from 2000 to 2007, compared with the U.S. average of 2.3 percent. Texas has a large labor force with total nonfarm employment at 10.4 million in 2007. Per capita personal income rose to $37,083—a 31 percent increase over seven years.

Texas had the largest value of exports at $168.2 billion (based on the Origin of Movement series). The state’s top three commodities were oil (non-crude) from petrol and bitum mineral, parts for boring or sinking machinery, and light oil and prep (non-crude) from petrol and bitum. The top three destinations were Mexico, Canada, and China.

Business climate indicators for U.S. and Texas
Texas has aggressively reduced its overall tax burden, giving it the lowest tax profile in the nation. Although Texas has the highest property tax rate among the peer states, its per capita tax burden is one of the lowest even though the burden increased by the second-highest amount during the study period. The state also maintains tight fiscal controls. It has the lowest percentage of government debt to GSP and was the only peer state where the rate decreased. Per capita government spending is also very low. Despite this favorable tax climate, Texas ranked sixth in new nonfarm establishments.

Leading business and eco-
The Galleano Winery—a National Landmark
The Galleano Winery remains much the same from 1927 when the land was first purchased by the Galleano family. It is a national landmark right in our own backyard.

Economic Forecast
Employment in Riverside/San Bernardino is beginning to show signs of an imminent recovery, per California State University, Long Beach.

The Exchange: Four Tips for Having Conflict-Busting Conversations in the Workplace
The trick to moving past office conflicts and on to increased productivity in your organization is knowing how to broach the topics in ways that lead to improved working relationships.

Getting Organized
Doing too many things at once can make you feel overwhelmed and stressed out. There just never seems to be enough time to make everything happen. Joelle Jay, Ph.D. gives a five-step process that will help you get it all done, with less stress and greater results.

Does Your Business Really Need an App for That?
David Mastovich shows how apps can help companies enhance its mobile presence now and in the future.

Seven Hallmarks of a Great Workplace
Norm Spitzig points out what are the specific characteristics common to those very special workplaces.

Columns
Real Estate Notes.
Close-Up.
The Lists:
- Top Savings & Loans and Federal Savings Banks.
- Top Health Care Medical Clinics/Groups in the Inland Empire.
- Hospitals Serving the Inland Empire.
Corporate Profile.
Investments and Finance.
Computer Column.
Management.
Executive Notes.
Getting Organized.
Office Technology.
Restaurant Review.
Manager’s Bookshelf.
New Business Lists:
- County of San Bernardino.
- County of Riverside.
Executive Time Out.
Inland Empire People and Events.

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- Exp. Date
- Credit Card No.
- Signature
- Company
- Name
- Address
- City/State
- Zip
- Phone#
Charter Business – Powering Success for Inland Empire Businesses

Charter Business is all about solutions—helping businesses meet their communications’ needs, improve productivity and reduce costs.

Over the past few years, Charter Business, a division of Charter Communications, Inc., has delivered customized Internet, phone, and TV solutions to thousands of commercial customers across the country, from small firms to large enterprises, in many different industries and sectors. More and more businesses and organizations in the Inland Empire and surrounding areas are finding that switching to Charter Business provides not only great performance, but also great value.

“Telecommunications network services for 21st century business customers have evolved at an incredibly rapid pace over the last few years, and the need for greater bandwidth, faster Internet speeds and more economical options will only escalate,” said Joe Zichichi, Charter business manager, sales business accounts. Zichichi is part of the local Charter Business team who live and work in Inland Empire communities.

“Something we frequently hear, especially from new customers is that they wish they had made the change to Charter Business sooner,” said Zichichi. “Many business people are apprehensive about making a change, but once they understand the superior performance value we provide, they never look back, and that’s when they tell us they wish they’d switched sooner.”

Charter Business has extremely compelling communications’ services that can be tailored to what each customer’s needs. For example:

- Charter Business Internet with speeds up to 100Mbps which is 16 times faster than... continued on page 9
Choosing a Hospital That’s Best for You

By David Sayen
Regional Administrator

U.S. Centers for Medicare & Medicaid Services

You may have read a restaurant guide or review before going out for a special dinner. And you’ve probably read a consumer review or two before spending thousands of dollars on a new car.

Wouldn’t it be great if there was a place where you could get information on the quality of hospitals in your area?

Well, there is. It’s called Hospital Compare and you can find it on the Medicare website, at www.hospitalcompare.hhs.gov/hospital-prof

Hospital Compare contains a wealth of information on how well hospitals perform certain surgeries and treat certain medical conditions. The data varies from hospital to hospital. Because the reality is that some hospitals do a better job of caring for patients than others.

The idea behind Hospital Compare is that making quality-of-care information easily available to the public will motivate hospitals to improve their care. Medicare has similar “compare” websites for nursing homes and dialysis facilities, too.

You can search Hospital Compare by zip code, city, or state. The data you’ll find are intended to provide a “snapshot” of the quality of care at about 4,700 hospitals throughout the United States. You don’t have to be a Medicare beneficiary to use Hospital Compare – it’s open to everyone and it’s free of charge.

If you’re having a medical emergency, go to the nearest hospital. Just get care as fast as you can. But if you’re planning to have surgery, or if you have a condition like heart disease and you know you’ll need hospital care in the future, talk to your doctor about the local hospital that best meets your needs.

Find out which hospitals your doctor works with, and which hospitals he or she thinks give the best care for your condition. If you’re a Medicare beneficiary, ask if the hospitals participate in Medicare.

At that point, you may want to spend some time on Hospital Compare.

Hospital Compare shows the rates at which hospitals provide recommended care for patients being treated for heart attack, heart failure, and pneumonia, and for patients having surgery.

It also displays information on hospital outcome measures. These include the rate at which Medicare patients who were treated for heart attack, heart failure, and pneumonia had to be readmitted to the hospital with complications, and 30-day risk-adjusted death rates.

Well, there is. It’s called Hospital Compare and you can find it on

(The 30-day period is used because this is the time period when deaths are most likely to be related to the care patients received in the hospital.)

In addition, you can see results from patient satisfaction surveys, such as how well patients thought the hospital controlled their pain and how well doctors and nurses communicated with them.

Hospital Compare is no substitute for talking with your doctor and family members and friends who’ve been treated at a hospital you’re considering. But the website can give you a general idea of how well various hospitals handle certain kinds of patients.

We recently updated Hospital Compare with information on preventable errors that hospitals make. Eight types of errors are listed, including foreign objects being left in a patient after surgery; blood transfusions with incompatible blood; preventable falls, burns, electric shock, or broken bones; and blood infections that result from catheters; bedsores; air and gas embolisms; and transfusions with incompatible blood. Such errors injure and kill thousands of people every year.

Medicare stopped reimbursing

continued on page 39
Bill Ruh is a man who lives and breathes philanthropy. He works to improve the quality of life for everyone in his community and does what he can to make sure everyone is taken care of. Currently, he is the director of government affairs for the Citrus Valley Association of Realtors. In this role, he manages all the governmental affairs for the board which includes: monitoring local state legislation, advocating on behalf of the realtor community for legislation they support, as well as oppose any legislation they do not support. He also handles building relationships with the different elected officials in the local, state, and federal level. Since 1998, he was elected to be a member of the Montclair City Council. Prior to this, he was on the planning commission since 1988. In 1990, he was elected to be part of the Monte Vista Water Board of Directors. He says, “I loved the fact that I can work to make my community better, the community I grew up in.”

Bill was born and raised in Montclair. Nowadays, he lives very close to the house he grew up in. Bill was the first one in his family to graduate from high school and go to college. Mildred, his mother, raised Bill, his two younger sisters and two younger brothers right here in Montclair by herself. She was a major inspiration to Bill and the family. He said, “My mother was a brilliant lady, she could do a crossword puzzle in ink and be absolutely right. She was part of that World War II generation where a lot of women in that era didn’t finish school because they were busy working in defense plants and had their own careers after the war… I’m very proud of my mother.”

Bill is also very proud that everyone in his family has a college degree or better and good jobs. He stated that it was only possible because his mother instilled the belief that you must take responsibility for your own life. You must have a goal and work to achieve that goal and you must understand that if you want something, it’s not going to be given to you; it must be worked for. Education was always emphasized in their house in regards to everything they did.

Bill graduated from the University of La Verne majoring in political science and business. Bill has a long background in politics—for years he worked as a staff member. From 1992 to 1994 he worked for Assembly Member Fred Aguiar. From 1994 until 1998 he worked for Congressman Jay Kim. From 1998 until 2000 he worked for Assembly Member and Senator Nell Soto.

Bill has always been interested in politics. He came from a family where the idea of voting was very important and not something you took lightly. “If you wanted to make change, if you wanted to make a difference… You needed to be involved. You didn’t sit on the sidelines. You got involved,” Bill said. From an early age, he was always encouraged to be as involved as he could be—whether it was political; getting involved with candidates or just philanthropic work; getting involved with charities. It’s all part of the same thing—community service. Bill’s philosophy is—if you’re going to complain about something, then get involved to try and help change it. This ideal has drawn him to be involved with politics and the desire to be in public office or work for legislators where he can also impact public policy and make a difference.

In November 2010, he was re-elected as a city council member. He commented, “I’m much honored that the voters have returned me to office, and I want to continue with many of the initiatives we have in Montclair.”

One of the programs he is most proud of is called Online to College. Students can sign up in 5th grade and they go through the program and graduate from Montclair High School. There are some constant after school activities that the students participate in from the time they start in 5th grade until they finish high school. Once they complete the program, students will receive two years of paid tuition at Chaffey College. Bill says, “I believe it is the best investment we can make for the future because if we have an educated society, we’re all going to be better off.”

In his spare time, Bill likes to be involved with a lot of volunteer organizations such as the community action partnership of San Bernardino County, Foothill Family Shelter, Montclair Hospital Medical Center (board of directors), and volunteering at the Assistance League of the Foothill Communities. Bill loves this area that he calls home. As far as quality of life, he believes this is a wonderful place to live—it is so accessible, and we have great community colleges, universities, and top-ranked hospitals.
The Galleano Winery—a National Landmark

By Jonathan Siu

Right here, in our own backyard, is one of the most famous national landmarks in California. The Galleano Winery is located in Mira Loma’s wineville area, and much remains the same from 1927—when the land was first purchased by the Galleano family.

Galleano is the Cucamonga Valley’s largest producer of wine and the largest shipper of wine grapes in Southern California. The Galleano family cultivates 400 acres of grapes in the Cucamonga Valley which includes the historic Collins Ranch and its old Grenache vines, near the Ontario Airport.

The winery was first envisioned by Domenico Galleano who came to Southern California from northern Italy’s Piedmont region in 1913. Once he saved enough money and found what he wanted in land, he purchased the Cantu Ranch from Ana Cantu, in 1927. The property included the two-story ranch house, a large barn and several outbuildings. That first year, he set out to plant his vineyard and in 1933 the winery was officially open.

Eventually, his son Bernard (also known as Nino) took over and, during this time, the Galleanos expanded their cultivation of acreage and variety of grapes to include Zinfandel, Grenache, Mourvedre, Muscat of Alexandria, Burger, and local Mission grapes. The Danza Galleano Ranch complex is listed as a State of California Point of Historic Interest and is listed on the National Register of Historic Places. The Cucamonga Basin was once considered the largest wine grape growing region in California, with 35,000 acres of vineyards. Between 1930 and 1950, there were about 60 wineries that produced wine from the area’s unique dry land grapes, and Galleano’s survives as one of the few left in this region. Four generations have been born on the ranch and, as a family, they’ve all done their part to make it what it is today.

Currently, Donald Galleano and his wife, Charlene, own and operate the winery. Donald majored in business administration at San Jose State University. One day, Domenico’s great grandson, Domenic, will succeed the Galleano legacy and has basically learned everything there is to know about their daily operation. During the harvest season, the winery employs more than 200 workers. Between early August and October, everyone on the ranch stays busy with the grape harvest and production of the wine. The production continues into December, as well as vine pruning and serving holiday customers. During January, a smaller crew helps to shred the cuttings as well as cultivates and cares for the grape vines. Galleano does not use artificial fertilizers or sprays and only relies on grapevine cuttings and grasses that have been shredded and embedded into the ground between the vines to provide nutrients.

The Galleano Winery most-ly produces bulk-wine which they then supply to more than 12 other wineries with dry red and white wines for their varietal production. Donald states, “Of the 100,000 gallons of wine that we produce each year, 90 percent is sold via tanker-truck, mostly in Northern California.” They then have the rest of the wine bottled or sold for private labeling to businesses, or get bottled as one of the 30 varieties and sold in the Galleano tasting room. The tasting room is open to the public seven days a week—and they also sell all their wines online. In their tasting room, the staff pours the latest award-winning wines in a relaxed country atmosphere. Right outside they also have picnic grounds which is a perfect spot to relax and enjoy great food and wine.

The Galleano Winery produces a wide variety of popular wines and a line of vineyard-designated select wines which include their Zinfandel and Rhone varietals. They also pro-

Top Savings & Loans and Federal Savings Banks

As of Year End 2010

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<th>Address</th>
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<th>Tangible Capital ($ mils)</th>
<th>Tangible Capital Ratio</th>
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<td>Pacific Premier Bank</td>
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<td>WND</td>
<td>Steven R. Gardner</td>
<td>(714) 431-4000</td>
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N/A = Not Applicable; WND = Would not Disclose; na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Copyright 2011 by IEBJ.
## Five Most Active Stocks

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<th>4/29/11 Close Price</th>
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Notes: (H) - Stock hit fifty two week high during the month, (L) - Stock hit fifty two week low during the month, NM - Not Meaningful

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### Charter... continued from pg. 5

*Charter Business phone, provides unlimited long distance and essential business calling features such as voicemail, call waiting, call hunting, etc., and customers can keep their phone number equipment when they switch.

- Charter Business TV has top news, sports and entertainment channels, plus commercial-free digital music which is perfect for lobbies or waiting rooms.

- Charter Business fiber services are also available, including fiber Internet, data networking, and T1-PRI services.

Customers are quick to say that having a relationship with Charter Business is much different that dealing with providers who are not local. “We know our customers and their needs firsthand because we’re here,” said Zichichi.

Travis Iverson is director of operations for Iverson Dental Labs, Inc., serving California and dentists nationwide, and became a Charter Business customer four months ago. “Charter Business’s higher upstream and downstream speeds have provided immediate value to our business; many times faster than our old T1 lines,” said Mr. Iverson. “We’re experiencing night and day difference in terms of speed and reliability compared to our old T1 which has enabled our business to be more productive and efficient—and saved us money. Charter Business has been great and we know they’ll be here as we grow.”

Charter Business serves family businesses like Iverson Dental Labs, mid-sized and large businesses, media, legal, commercial and public institutions—like

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### Monthly Summary

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Things That Make Me Go Grrrr!
By J. Allen Leinberger

OK. Arsenio Hall used to go “Hmmm.” I go “Grrrr.” Call me Mr. Grumpy.

Many people who read this column think I’m just like a kid when it comes to new technology. Not true. Sure, I still think that the iPod and its feeder program, iTunes, are a part of a true revolution in personal entertainment. That revolution has eliminated everything from scratchy vinyl to jammed tapes and CDs sliding around the floor of your car.

True, there are audiophiles who will tell you that no digital music can replace the sound of analog vacuum tube amplification. I don’t care. (Grrrr.) The White Album sounds just fine to me—especially when I plug a set of Bose Quite Comfort headphones into my iPod Touch. (That, and a good Dominican cigar out on my front porch, helps to cure my case of the grumpies.)

Then there is social networking. Grrrr. Facebook and Twitter and the other communication apps can be fun for kids. Getting test answers on a smartphone has got to be better than passing notes like I did back in high school.

I admit that I use Facebook to keep up with my daughters in Spokane. I can find out what friends of mine locally are up to. But I guarantee you there are no serious conversations taking place on those sites. What you find online isn’t much more than who likes last night’s “American Idol” winner, or who is just back from vacation. There is a lot of the “Can You Top This” one-liner game going on. And a lot of smartphone app games, like Angry Birds and FarmVille, burn up the old megabytes. Grrrr. Worse, there are any number of local businesses that think that since they have a computer and Internet access anyway, why not use Facebook and Twitter to get free advertising?

Well it’s not free. Grrrr.

The idea that you can just type in your Red Tag Sale or Father’s Day discount is an exercise in self-delusion. You might just as well write your message on the men’s room wall. Granted, if I tell people that I have posted an important message on the men’s room wall, then they’ll know to look for it. And if Mr. Red Tag Sale runs ads in more conventional media, like radio or magazines, then it won’t be a secret. But the people who are using social media by itself, because it’s free, are using the marketing equivalent of tossing their gum on the sidewalk in hopes that someone will step on it.

Many companies actually do put the little F or T logo on the bottom of their print ad, or tag their radio spot by saying to look for them on Facebook, but you can find a lot more information on a company’s web site. Web sites are designed to have detailed info on the company and what it produces and how you can order it—not to mention how to get in contact with the company itself. At best, the Facebook ads directs people to the website they should have gone to in the first place.

To make it worse, many companies and even non-profit groups are spending big bucks to organize what they consider effective social network marketing. Well, to everyone who is leading that charge, let me put this bug in your ear. This stuff is little more than a marketing equivalent of tossing their gum on the sidewalk. It’s free, are using the marketing equivalent of tossing their gum on the sidewalk in hopes that someone will step on it.

We predict that Riverside/San Bernardino will see a return to positive job growth by this summer and will eke out a small net gain in employment (0.5 percent) for 2011 as a whole.

The housing-related sectors have been particularly problematic in Riverside/San Bernardino, with double-digit declines in employment in the area’s construction sector in both 2009 and 2010, along with significant job losses in financial services.

While we think that construction employment will continue to fall this year, it will do so at a rate of less than 1 percent, and we are forecasting a return to positive, but very slight, employment growth for this sector in 2012-13. The financial services sector is already starting to see job growth this year. Our forecast calls for growth in financial services employment of about 1 percent this year and next.

The wholesale and trans-
Six years ago, Riverside County Library System, which serves 2 million residents in a 7,000-square-mile county, was having trouble keeping up with growing demand for computer access. In the past few years, the number of Internet-connected computers at its 33 branch libraries had risen from 80 to 1,100. The resulting boom in data traffic was too much for Riverside County Library Systems’ aging network, which relied on Frame Relay circuits purchased from two local telecoms. Not only was the network slow, but working with the two telecoms proved difficult, particularly when there were interconnection problems. For two years, they struggled with poor service and bandwidth problems before checking out Charter Business to see what solutions it could offer.

What Charter Business offered was to build eight optical connections the library systems’ other telecom providers could not reach. Very quickly, Charter Business built out fiber lines on time and performed work as promised, which delighted Riverside County Library System.

That attention to service continues today as the eight branches are up and running utilizing Charter Business fiber solutions. The connection is rock solid and clean, and the customer service is equally reliable.

Servicing the Inland Empire from the High Desert to Long Beach, Charter Business gains a great deal of its new customers through word-of-mouth. “Our customers tell their business associates because they trust us and the relationship they have with us,” said Zichichi. “We adapt to the company’s situation, whether that means growth or sometimes, helping them cut back until better times come along. Charter Business is there for our customers no matter what.” For more information on Charter Business, visit www.charter-business.com or call 888-845-5130.

About Charter Business
Charter Business, a division of Charter Communications, Inc., provides business organizations with scalable, tailored, and cost-effective broadband communications solutions, including business-to-business Internet access, data networking, business phone, TV and music entertainment services and wireless backhaul. Catering to the unique broadband needs of business customers, Charter Business offers competitively priced bundled products over its state-of-the-art, fiber-based network, helping businesses in a variety of industries maximize efficiency while continuing to grow. Charter Business is Metro Ethernet Forum Certified. More information about Charter Business can be found at charter-business.com.
portation, warehousing and utilities sectors have traditionally been strong growth areas for Riverside/San Bernardino’s economy, and that will again be the case in the near term, as more robust economic growth in the nation and world will stimulate additional trade and transportation activities. Over the last 12 months, these sectors created about 4,000 new jobs in Riverside/San Bernardino, providing a needed boost to this area’s economy.

Our forecast calls for wholesale employment to grow at a pace of 3.4 percent this year, followed by 5.4 percent growth in 2012. On the transportation side, we anticipate growth in employment of over 2 percent each year through 2013.

Professional and business services will also see a return to job growth this year, particularly in the area of administrative support services. This sector will add jobs at a pace of 3.1 percent this year, followed by growth in the range of 4 to 5 percent annually during 2012-13. The manufacturing sectors will not be an engine of growth for Riverside/San Bernardino but will see improving performance and eventual job gains by 2012.

Taxable sales have mirrored the overall performance of the Riverside/San Bernardino economy. In 2009, taxable sales fell by 14.7 percent, and we estimate that sales fell another 3 percent last year. This year, improving economic conditions will lead to positive growth in taxable sales of 3 percent, and we anticipate that sales growth will accelerate close to 4 percent in 2012-13.

### National Outlook

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### The Recession Has Ended!

Real GDP & Final Demand Growth

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**CalChamber Releases Job Killer List**

The California Chamber of Commerce released its annual list of proposed legislation that threatens to hurt California’s job climate and hamper economic recovery.

“The first step in an economic recovery program is to do no more harm to the economy,” said Allan Zaremberg, president and CEO of the California Chamber of Commerce. “Proponents of anti-business legislation who think California’s economy can withstand additional pressure from new regulatory and legislative burdens are simply unwilling to accept the unfortunate reality that California has the second highest unemployment rate in the country.”

This year’s list of “job killers” includes 28 proposed laws which threaten California employers with new costly workplace and employee benefit mandates, economic development barriers, regulatory burdens and inflated liability costs. “More regulations will lead to more litigation, worsening California’s reputation throughout the world,” said Zaremberg. “We simply cannot allow California to continue to be ranked as having one of the worst business climates in the country.”

The 2011 “job killer” bill list is also available at: [www.calchamber.com/jobkillers](http://www.calchamber.com/jobkillers). The 2011 “job killer” list follows:

#### Costly Workplace Mandates

- **AB 10 (Alejo; D-Watsonville) Automatic Minimum Wage Increase**
  Creates uncertainty by imposing an automatic indexing of the minimum wage based on inflation whether or not California is in a recession and increases the minimum wage while California struggles to recover from the recession.

- **AB 22 (Mendoza; D-Artesia) Hampers Employment Decisions**
  Unfairly limits private employers’ ability to use consumer credit reports for legitimate employment purposes, unless the information in the report is “substantially job-related” and for a “managerial position.”

- **AB 375 (Skinner; D-Berkeley) Expands Costly Presumptions**
  Increases workers’ compensation costs for public and private hospitals by presuming certain diseases and injuries are caused by the workplace.

- **AB 1155 (Alejo; D-Watsonville) Erodes Workers’ Comp Reforms**
  Increases costs and lawsuits in the workers’ compensation system by eroding the apportionment provision that protects an employer from paying for disability that did not arise from work.

#### Economic Development Barriers

- **AB 448 (Ammiano; D-San Francisco) Split Roll Property Tax**
  Undermines the protections of Proposition 13 by redefining the term “change of ownership” for legal entities so that reassessment of such property occurs when, cumulatively, there is a transfer of 100% of the ownership interests in a rolling three-year period.

- **SB 237 (Wolk; D-Davis) Climate Change Tax Increase**
 Increases costs and discourages job growth by implementing unlimited fees and taxes under a... continued on page 19
The Exchange: Four Tips for Having Conflict-Busting Conversations in the Workplace

Putting out fires is an all-too-common job requirement for many managers. If you’re struggling with establishing positive conflict resolutions among your employees or just need a little help confronting these challenges, the National Conflict Resolution Center’s Steven Dinkin, Barbara Filner, and Lisa Maxwell offer their advice on how you can master these tough talks.

A long-time consultant is offended by something a new salesperson said on a conference call and is threatening to leave. And an employee in marketing is furious about being passed over for a promotion in favor of her coworker and is trying to discredit her. These are just a couple of examples of the workplace conflicts that take up 42 percent of the typical manager’s time. The trick to moving past these conflicts and on to increased productivity for everyone at your organization, says Steven Dinkin, is knowing how to broach the topics in a way that leads to improved working relationships.

“Disagreements, disputes, and honest differences are normal in any workplace,” says Dinkin, coauthor along with Barbara Filner and Lisa Maxwell of “The Exchange: A Bold and Proven Approach to Resolving Workplace Conflict.” “When these normal occurrences are treated as opportunities for exploring new ideas about projects, they can become catalysts for increased energy and productivity. Getting to that place starts with an honest discussion.”

Dinkin knows what he is talking about. He, Filner, and Maxwell have spent years heading up the National Conflict Resolution Center. Their new book supplies readers with proven tools for resolving emotionally charged disputes.

The Exchange itself is a four-stage, structured process specifically designed to encourage discussion of all the issues in dispute—even the intense, emotional issues—in ways that are more productive than a gripe session. It derives from the conflict resolution model used successfully by National Conflict Resolution Center mediators for more than 25 years and includes constructive techniques to use in face-to-face meetings with disputing or disruptive employees. You can use this process to break down barriers—and to create changes that have a positive effect on your whole workforce.

“It’s important to note that The Exchange was designed by mediators for managers. Managers learn a structure and skills similar to those mediators know and use, but it also takes into account managers’ responsibilities, both to their companies and their employees.”

“A key difference between managers and mediators,” Dinkin explains, “is that managers are not expected to be neutral. They have the responsibility of reinforcing the interests of the department and the company for which they work. The Exchange teaches managers the right combination of skills and structure, as well as the finesse, to express the needs of the company.

“The Exchange begins with you—the manager—and ends with employees meeting with the manager to develop effective solutions,” he adds. “Like most managers, you probably did not set out to be a conflict resolver. And you probably find it more than a little frustrating to be your company’s resident fire chief. The Exchange teaches you to resist the temptation to simply tell people what to do. Actively engaging your employees in problem solving helps them take responsibility for the problem and for the solution. When you know how to address workplace conflicts properly, these challenging situations can lead to creative resolutions that re-energize the workplace and bring new ideas to old problems.”

The following tips—excerpted from The Exchange—will teach you how to turn your next meeting with conflicting employees into a productive conversation.

Start with an icebreaker. Most people will be ready to complain, debate, or argue at the beginning of any conflict-based conversation. They have marshaled their most compelling arguments and are ready for battle. If you go straight to the topic of controversy, most people will quickly get stuck in defending their positions and attacking their opponents.

“That’s why you need to do something different,” says Dinkin. “The Exchange teaches that you should begin with an icebreaker. This is not just a light introductory activity. It is a way to non-confrontationally initiate a conversation about difficult issues. An ideal icebreaker asks for a person’s own take on something that’s both work-related and positive. For example, if the conflict involves two employees involved in the same project, you might break the ice by asking each of them how they became involved in the project and what they hoped to achieve.”

Listen. Conflict resolution is tricky because too many managers ignore the fact that sometimes what they aren’t saying is more important than what they are saying. Often the best resolutions come from listening carefully to what the other person has to say. Being an active listener sends the message that you are genuinely concerned about him or her and the dispute. Put plain and simply, it’s the best way to get good information.

“Ask an open-ended question,” advises Dinkin. “It can be as simple as, ‘So, tell me, what’s going on?’ Then listen carefully to that person’s side of the story. You’ll know it’s time to insert yourself into the conversation when the discussion turns negative.

“You can acknowledge someone’s emotions without seeming like you are taking his or her side,” says Dinkin. “Especially at the beginning of talking about a conflict, you’re building rapport, even if it’s with an employee you’ve spoken with millions of times before. When there’s a conflict, you’re treading on new ground.”

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INSURANCE SERVICES

Mike Kreegar Mike has over 10 years experience in the Inland Valley Empire, including at his own agency for five years in Chino Hills. Complete Business Insurance Services, Inc.

If you would like to contact Mike, please call direct at (909) 945-1271, 4141 Inland Empire Blvd., Suite 341 Ontario, CA 91764.
ARMC Promotes Two From Within for Administrative Posts

Deborah Pease, who joined ARMC’s staff in 2007, and Johnson Gill, hired initially in 2000, have been promoted to administrative positions, Pease as an associate hospital administrator, professional services, and Gill as assistant hospital administrator, ambulatory services.

Pease formerly headed ARMC’s support services. In that position, she was instrumental in helping the medical center realize significant cost savings in a variety of areas by devising more streamlined and efficient operations. Pease renegotiated and restructured distribution of contracts and eliminated unnecessary rental expenses after conducting extensive analysis of existing operations.

In her new post, Pease will oversee Ethics and Compliance, Clinical Laboratory, Medical Imaging, Nutrition Services, Rehabilitation Services and Sterile Processing.

Gill, a licensed physical therapist, formerly was manager of ARMC’s Rehabilitation Services Department and Wound Care Clinic. He had a special interest in developing clinical initiatives designed to improve patient care and the safety of patients and staff.

Recently, Gill coordinated the selection, installation and use of 20 patient ceiling lifts in the hospital’s inpatient area. The lifts will improve patient outcomes while reducing the risk of injury to patients and staff. The lifts improve outcomes for patients because they enable staff to better mobilize them, thereby reducing ventilator dependency, reducing the incidence of pressure ulcers and reducing length of stay.

In his new post, Gill will be responsible for ARMC’s large Ambulatory Care Services Department, which includes three primary care community family health centers and ARMC-based outpatient specialty care services.

KENSINGTON LEASING COMPLETES ACQUISITION OF SOCIAL MEDIA SITE, WIKIFAMILIES S.A.

Kensington Leasing, Ltd., based in Redlands, announced that it completed its acquisition of Wikifamilies S.A. on May 20, 2011. Under the terms of the acquisition agreement, Kensington Leasing acquired all of the outstanding securities of Wikifamilies in exchange for 31,500,000 shares of common stock of Kensington Leasing. This represents approximately 68% of Kensington Leasing’s outstanding common stock at the closing.

Wikifamilies SA is a development stage Swiss company formed to design, develop and operate an Internet-based social media website, Wikifamilies.com, with a unique emphasis on families and new technologies. This web-based platform is intended to enhance the site, Wikifamilies.com, with a unique emphasis on families and new technologies. Wikifamilies intends to launch the website late in the second or early in the third calendar quarter of 2011.

Mark Zorn and Tal Siglar Join Colliers International in Inland Empire

Colliers International, the second largest global real estate services organization, welcomes Mark Zorn and Tal Siglar to its Inland Empire office. They will both serve as senior vice presidents.

“Mark and Tal are strategic recruits for our Inland Empire office as they have a combined experience of 22 years and offer extensive market knowledge,” said David Pinsel, managing director of Colliers International’s Inland Empire office. “We are thrilled to welcome them to Colliers and to build a long-term and successful partnership.”

Real Estate... provided by Redevelopment Agency of the City of Lake Elsinore, City of Lake Elsinore, County of Riverside, Wells Fargo Community Lending and Investment and the California Community Reinvestment Corp. Werners Multi-Family Corporation of San Diego, Calif., is the general contractor.

Applications are not yet available, but prospective applicants may call 951.326.8030 or visit www.bridgehousing.com/pottery-court to be placed on an interest list.

Shield Packaging makes $3.9M investment in Chino

Shield Packaging of California Inc., a Massachusetts-based manufacturer and distributor of aerosol cans, has purchased industrial property in Chino from MRC Properties LLC for $3.9 million.

The 1970s metal facility, at 5740 Schafer Avenue, will be used to store overflow product, according to Colliers International, the real estate services company that completed the sale. It has 78,000 square feet of industrial space and 5,600 square feet of office space on a 5.5 acre parcel. Shield Packaging Co. has operated in California since 1971 and currently has a facility on G Street in Chino, according to the company’s website.

CT Realty Investors Acquires Champagne Building in Ontario

OC-based CT Realty Investors has acquired the Champagne Building, a 386k-square-foot warehouse facility in Ontario, for $17 mil ($44/sf). Located on a 15.27-acre site at 1671 Champagne Avenue, the building was purchased from RGR Development Corp. With the Champagne acquisition, CT Realty expands its Inland Empire holdings to more than 3.3 msf.

Located east of I-15 and south of I-10, the property is situated in the heart of the Inland Empire West industrial warehouse/distribution market—one of the most desirable markets in the country due to its proximity to the combined ports of Los Angeles and Long Beach, Ontario International Airport, and numerous rail spurs. The Champagne Building features 39 dock-high positions, 28-foot minimum clear height warehouse space, eight Union Pacific Railway docks, 4,000 amps of power to each side of the building, 30,000 pound load levelers on each dock, and abundant employee parking. The second floor offers approximately 16.8k square feet of office space.

The property is 50 percent occupied by Amcor PET Packaging, a global manufacturer of Polyethylene Terephthalate (PET) packaging with 35,000 employees and 300 facilities worldwide.

“The Inland Empire has achieved a remarkable recovery, fueled in large part by a 20 percent increase in port traffic in 2010 compared to 2009,” said Carter Ewing, executive vice president of CT Realty. “Gross absorption was over 30 msf and net new absorption was about 12 msf for 2010. At the same time, there has been very little in the way of new speculative construction with net new absorption nearing peak levels. The Inland Empire is well on its way to equilibrium, making this acquisition an ideal opportunity for CT Realty.”

LA Investor Buys Ontario Retail Building

A 7.9k square foot multi-tenant retail building within a Lowe’s anchored shopping center in Ontario was purchased by an LA-area investor. Situated within The Marketplace on Grove, the property is located at 2220 S. Grove Avenue, between I-60 and Philadelphia Street in Ontario. The purchase price was not disclosed.

Built in 2007, the free-standing building is situated on a 0.84-acre parcel of land. Tenants include AT&T, Qdoba Mexican Grill and Wabi Sabi Sushi & Teppan. The...
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<th>Year Founded</th>
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<th>Clin/Gp</th>
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<td>13</td>
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<td>130</td>
<td>1989</td>
<td>90%</td>
<td>Yes</td>
<td>no</td>
<td>Nabil Razouk CEO (909) 557-1640/557-1740</td>
<td>na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1079. Copyright 2011 by JEBJ.</td>
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<td>Beaver Medical Group 2 W. Ferm Ave. Redlands, CA 92373</td>
<td>170</td>
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<td>1,000</td>
<td>1945</td>
<td>80%</td>
<td>Yes</td>
<td>no</td>
<td>John Goodman CEO (909) 793-3111/796-0417 <a href="http://www.beavermcgroup.com">www.beavermcgroup.com</a></td>
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<td>Cal-Care Industrial Medical Clinic 302 S. Garey Ave. Pomona, CA 91766</td>
<td>3</td>
<td>Occupational Health</td>
<td>12</td>
<td>1998</td>
<td>100%</td>
<td>Yes</td>
<td>no</td>
<td>Tom Blay General Manager (909) 620-8878/620-8817 <a href="mailto:calcare1@earthlink.net">calcare1@earthlink.net</a></td>
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<tr>
<td>Choice Medical Group 18564 Hwy 18, Ste. 105 Apple Valley, CA 92307</td>
<td>5</td>
<td>IPA</td>
<td>480</td>
<td>1990</td>
<td>80%</td>
<td>Yes</td>
<td>no</td>
<td>Mary Blum CEO (760) 242-7777/242-0487 <a href="mailto:office@cmgroup.com">office@cmgroup.com</a></td>
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<td>Community Medical Group of Riverside Inc. 4444 Magnolia Ave. Riverside, CA 92501</td>
<td>10</td>
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<td>Richard M. Finn, FACPME Administrator (951) 682-5661/274-3411</td>
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<tr>
<td>Computerized Diagnostic Imaging Center 4900 14th St., Ste. 109 Riverside, CA 92501</td>
<td>10</td>
<td>MRI, CT, Fluoroscopy, Computed-Arterial Doppler, Ultrasound, Color Doppler</td>
<td>38</td>
<td>1976</td>
<td>80%</td>
<td>No</td>
<td>no</td>
<td>Kathy Frosquez Administrator (951) 276-7502/276-8146 <a href="http://www.cdimgservices.com">www.cdimgservices.com</a></td>
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<td>Cucamonga Valley Medical Group 16465 Sierra Lakes Parkway, Ste. 300 Fontana, CA 92336</td>
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<td>2006</td>
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<td>N/A</td>
<td>Amy Karp President (909) 285-4299/285-2088 <a href="http://www.cvmdocs.com">www.cvmdocs.com</a></td>
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<td>Desert Oasis HealthCare 275 S. El Cielo Rd. Palm Springs, CA 92262</td>
<td>26</td>
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<td>90%</td>
<td>Yes</td>
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<td>Marc Hulfig, M.D. Medical Director (760) 328-8566/328-2016 <a href="mailto:ketsell@mydohc.com">ketsell@mydohc.com</a></td>
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<td>Homel Community Medical Group 1545 W. Florida Ave. Hemet, CA 92544</td>
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<td>176</td>
<td>1985</td>
<td>N/A</td>
<td>Yes</td>
<td>no</td>
<td>Kahl P. Chandoi CEO (951) 791-1111/791-120</td>
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<td>Heritage Victor Valley IPA Medical Group 12710 Hosprius Rd., Ste. 3 Victorville, CA 92395</td>
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<td>Michelle Christiansen VP Operations (760) 485-4700/700</td>
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<td>Hospitality Dental 4942 Arlington Ave. Riverside, CA 92503</td>
<td>3</td>
<td>Dental Orthodontics Children</td>
<td>16</td>
<td>1971</td>
<td>90%</td>
<td>Yes</td>
<td>no</td>
<td>Michael Boyko, DDS Owner (951) 359-4911/351-2013 <a href="mailto:mboyle@hospitalitydental.com">mboyle@hospitalitydental.com</a></td>
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<td>Hospitality Dental Associates 304 W. Hospitality Ln., Ste. 14 San Bernardino, CA 92408</td>
<td>22</td>
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<td>Chad Tucker Administrator (909) 881-0900/884-0408</td>
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<td>Inland Eye Inst. Medical Group, Inc. 1000 E. Washington St. Colton, CA 92324</td>
<td>6</td>
<td>Ophthalmology</td>
<td>30</td>
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<td>No</td>
<td>no</td>
<td>Linda Gregson Practice Administrator (909) 824-6099/825-4778</td>
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<td>Inland Faculty Medical Group, Inc. 952 S. Mt. Vernon Ave. Colton, CA 92324</td>
<td>200</td>
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<td>1994</td>
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<td>Yes</td>
<td>Guillermo Valenzuela President (909) 433-9111/433-9199</td>
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<td>Inland Health Care Group, Inc. c/o Inland Health Organization 1950 Orange Tree Lane, Ste. 200 Redlands, CA 92373</td>
<td>9</td>
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<td>80%</td>
<td>No</td>
<td>no</td>
<td>Casey Paul, M.D. President (909) 335-7171/335-7140 <a href="mailto:casey.paul@umroche.com">casey.paul@umroche.com</a></td>
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<td>Kaiser Permanente Medical Center 10580 Magnolia Ave. Riverside, CA 92505</td>
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<td>N/A</td>
<td>Richard Rajaratnam M.D. Area Assoc. Medical Director (951) 835-2000/835-4611</td>
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<td>Lisa Domino, DDS 8523 Harvest Ave., Ste. 130 Rancho Cucamonga, CA 91730</td>
<td>3</td>
<td>Dental Orthodontics</td>
<td>15</td>
<td>1988</td>
<td>90%</td>
<td>24 Hour on Call</td>
<td>No</td>
<td>Darlene Graham Office Manager (909) 989-3580/980-4172</td>
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<td>Loma Linda University Health Care 11,370 Anderson St., Ste. 3000 Loma Linda, CA 92354</td>
<td>400+</td>
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<td>1967</td>
<td>15%</td>
<td>Yes</td>
<td>yes</td>
<td>David Wren CEO (909) 555-2311/555-2446</td>
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<td>Loma Linda University Health Care 25455 Barton Rd. Loma Linda, CA 92354</td>
<td>1</td>
<td>Medical Group</td>
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<td>100%</td>
<td>Yes</td>
<td>yes</td>
<td>Alfred Quanuah CEO (909) 453-8421/858-6221</td>
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Use and encourage positive language. This one might seem like a no-brainer, but any frustrated manager knows how easy it can be to slip into negativity after a conflict has affected a workgroup. Always think before you speak. Use positive, easy-to-understand language. Don’t fall into repeating, verbatim, paragraphs from your company’s HR manual.

“Remember, you’re having a conversation, not a trial,” says Dinkin. “If you keep the language positive, whoever you’re addressing will likely mirror what you’re doing. Even referring to the department’s needs can be stated in very positive terms, which will lead to a more collaborative (rather than punitive) tone in the discussion. For example, if the manager says, ‘This has increasingly affected the entire team, and we need to address it so we can get everyone focused back on the project goals and having a comfortable working environment. I am looking forward to establishing a good working relationship between the two of you and improving morale for everyone on the team,’ it will set a constructive atmosphere. When you keep things positive, you can work toward great solutions efficiently and effectively.”

Work toward SMART solutions. Sustainable solutions are SMART solutions. That means they’re:

Specific: Be clear about who will do what, when, where, and how.

Measurable: Be clear about how you will all be able to tell that something has been done, achieved, or completed.

Achievable: Make sure that whatever solution you agree on fits the situation; that it complies with both the law and organizational policy; that everyone involved has the ability and opportunity to do what is required of them. Don’t set up anyone to fail.

Realistic: Check calendar dates for holidays and vacations; look at past performance to predict future actions; allow extra time for glitches and delays; don’t assume that the best-case scenarios will come true.

Timed: Create reasonable deadlines or target dates; include a few ideas about what to do if something unexpected occurs; be willing to set new dates if necessary.

“Once you have your SMART solutions in place, immediately put them in writing,” says Dinkin. “Putting solutions in writing is very important, and not just for legal reasons (and for covering your back). It’s a way to honor the work that you and your employees have accomplished. It’s also a way to keep people’s memories from diverging from the agreed-upon solutions. Verbal agreements have a way of being remembered very differently by different people—and then becoming the subject of another conflict. It’s safer and easier for everyone to have the solutions written down, in order to be able to easily verify them later.”

“Disputes, full of emotional complexities and interpersonal histories, are the headaches of the workplace,” concludes Dinkin. “They’re always going to pop up, even in the most cordial of workplace environments. The good news is that when you’re armed with the tools you need to work toward productive resolutions, you and your employees can use them to strengthen your organization rather than harm it.”

To learn more about the NCRC, or to attend one of its upcoming training sessions, visit its Web site, www.ncrconline.com.
The High Achiever’s Guide to Getting Things Done
By Joelle Jay, Ph.D.

High achievers... go-getters... type-A personalities... Whatever you call them, one thing is certain: these people want to do it all, and they want to do it all... right now.

While having many lofty and simultaneous goals is a good thing, doing too many things at once can make you feel overwhelmed and stressed out. There just never seems to be enough time to make everything happen. But that doesn’t stop high achievers. They are determined to make everything happen, even if doing so ruins their day and everyone else’s in the process.

Realize that the answer to getting everything done isn’t about doing less, especially since high achievers gain great happiness from getting many things accomplished. They’re determined to do whatever it takes to meet their objectives. Rather, this is about having a system in place that can simplify the process of doing many things fast—one that will bring you progress as well as peace.

If you’re ready to supercharge the completion of your ‘to-do’ list without becoming overwhelmed or alienating others, the following five-step process will help you get it all done, with less stress and greater results.

1. Make a mess.

If you’re like most high achievers, you likely have numerous sticky notes, lists, files, piles, papers, and a host of other items scattered around your office, on your desk, and in your computer. Each one is meant to help you move forward to reaching your goals; however, as the piles and files grow, they become overwhelming, no matter how neatly you may have them organized. Therefore, begin by getting all of your ideas and notes in one place. Make a big pile of all the papers and items in the middle of your office floor or on your desk. Don’t leave anything out.

2. Sort and purge.

Now it’s time to roll up your sleeves and start digging. Go through your pile of “stuff” and look at each item to determine what you should keep and what you can toss. For each item, ask yourself these questions:
• Is this idea or information still important to me?
• Can I retrieve this information from elsewhere should I ever need it?
• Is this information duplicated somewhere else?
• Will this information or idea help me reach one of my goals?
• As you decide which items to keep, put them in separate piles or files as they relate to a particular goal or task.

3. Organize your list.

Look through all your “keep” papers and ideas to get clear on which goals are truly important to you and what steps you need to take. Put all your ideas and action items into one organized list, preferably on one page. You don’t have to painstakingly detail every action step at this point; the objective is to simply create one coherent ‘to-do’ list rather than have multiple ones floating around your office.

4. Rank the list in chronological order.

Redo your list one more time, now paying special attention to the order in which you feel you should do things. At this point, you can also add more detail to your action items. In other words, you can list not only what to do, but also how to do it, who to call for help, which resources you may need, etc. You may feel as if you’re wasting time here by going over the same tasks, but trying to rank your initial ideas in chronological order is difficult until you can see them all on paper at once.

5. Get going!

Now that all your ideas are organized, all you have to do is take action and tick off the tasks as they’re completed. No more thinking, planning, and organizing; it’s already done. And most important, no more confusion of what to do when. Just look at the list, take the top task, and knock it out. What could be easier?

Mission Complete

This process works for a variety of scenarios, including special event planning, home and family goals, work and business projects, as well as long-range strategizing for professional and personal objectives. And while it’s designed for high achievers who tend to have many high priority tasks going on at once, it works for anyone who simply wants to end the stress and chaos of having incomplete tasks hanging over their heads. By taking the time to complete this five-step process, you can finally meet all your goals and achieve the results you want.

For more information, go to www.TheInnerEdge.com or e-mail Info@TheInnerEdge.com.
CORPORATE PROFILE

Made-to-Order Electric Trucks Made in Inland Empire by Bremach USA

By Jonathan Siu

Once in a while a unique new product hits the market and changes the industry for good... Bremach USA is an alternative fuel OEM and offers a new and compelling EV (electric vehicle) with super-car “looks.” The exciting new product line is their T-REX 4x4 trucks which they manufacture right here in the Inland Empire and is seemingly the only EV 4x4 on the market. This vehicle is a class-3 medium-duty truck that’s basically a mix between normal full-size trucks and “tractor-like” work machines such as the Unimog. These trucks are built with a much lower unit cost made possible by radically different EV drivetrain architecture. Their current powertrains include compressed natural gas, traditional fuels, hybrid, and 100% electric. When running on electricity, the vehicle uses a 100kWh lithium-ion battery pack and a 200kW motor.

Bremach has been developing and testing EV technology for over five years. They have invested a bit over $5M of their own money to develop an electric vehicle powertrain system that performs well, is well priced, and complies with all of the state and federal rules and regulations for this type of vehicle. The Bremach T-Rex Hybrid VLV (Very Low Voltage) high performance traction system is able to generate 200kW of power operating on 114 Volts DC. By operating at lower voltages, it significantly improves safety and it does so while able to achieve highway level torque and power. Lower cost is realized through cheaper switching electronics in the controller, charger, and lower series count battery pack requiring fewer balancing circuits and improved battery load distribution which in turn reduces battery stress. This results in higher overall usable battery capacity and an increase in operating life. The Bremach T-Rex Hybrid VLV motor is compact, only 9.5” in diameter, and provides excellent installation options. Bremach claims an all-electric range of 70 to 150 miles.

The vehicle is very compact, agile, and strong with numerous on- and off-road work applications. The trucks are made-to-order and highly customizable and very easily modifiable. It is a tight weight truck that can pull off heavy-duty jobs and work. The truck is rated to handle 3.5+ Ton on-road pay-loads and features a rigid ladder frame, as well as locking front and rear differential. The vehicle comes in a 4x4 standard, has advanced gearing, and 4 wheel bosch ABS/Brembo disc brakes. The T-REX has high ground clearance and can be submerged up to 900mm of water. By pickup standards, Approach, departure and breakover angles are all excellent. As a work platform, the T-REX is extremely versatile—it can be customized to do almost everything, some examples include: daily driver, camper, delivery, utility, police, EMS, 4x4 off-road, military, and agriculture applications.

Ray Hoogenraad

The pricing of the gasoline GM 6.0L starts at $96,000 and the other powertrains will run between $120,000 for the 100% electric version up to $140,000 for the Electric-Gas hybrid. There are also many options available such as adding on a double-cab, truck bed, running boards, aluminum wheels, custom locking center console, and custom color exterior paint. There are so many ways to utilize the T-REX line of trucks and theirs is one of the first big breakthroughs in EV technology. I’m sure people in the public and private sector will be keeping a close eye on what Bremach has to offer in the near future.
Can Texas... continued from pg. 3

Note: Indices cited were published in 2008, unless otherwise stated. Some index rankings results were reversed from published rank in order to make them consistent across the different indices as presented here. The rankings are among the eight peer states, 1 = best and 8 = worst.

Texas has the strongest rankings among the peer states in taxation, regulation, and competitiveness, and two indices ranked it best in the nation. These rankings reflect a sustained period of aggressive policymaking to reduce overall government intervention. Texas is less successful than its peers on indices benchmarking the knowledge economy infrastructure.

Manufacturing indicators for U.S. and Texas in 2007 and Texas’s ranking among the peer states

<table>
<thead>
<tr>
<th>Manufacturing indicators</th>
<th>US</th>
<th>TX</th>
<th>% Change 2000 to 2007</th>
<th>Rank (1-8)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing wage per employee ($/hour)</td>
<td>53.304</td>
<td>53.427</td>
<td>2.53%</td>
<td>30.13</td>
</tr>
</tbody>
</table>

Manufacturing plays a major role in the growth of Texas’s economy. Its manufacturing real GDP in 2007 totaled $143.1 billion, contributing 15.8 percent to the state’s real GDP—second to California—or 9.1 percent of the U.S. manufacturing real GDP in 2007. The state’s manufacturing real GDP climbed 54 percent from 2000 to 2007. Industrial research and development expenditures in the state have grown by 38.8 percent from 2000 to 2007. However, manufacturers’ capital spending declined by more than the U.S. average, showing that Texas manufacturers have reduced investments in the expansion and upgrades of their plants and equipment.

The second-largest manufacturing state in the nation, Texas employed 7 percent of the nation’s manufacturing workers in 2007. The state’s manufacturers provided more than 934,400 jobs, adding more than 43,000 jobs since 2004, when Texas manufacturing employment bottomed out. Though the state registered a net loss in manufacturing jobs from 2000 and 2007, both high-tech and non-high-tech manufacturing rebounded after 2004, with non-high-tech jobs growing faster.

Most job gains came from fabricated metal products, machinery, and transportation equipment (motor vehicle and aerospace products and parts manufacturing). Though Texas has added manufacturing jobs in recent years, it has lost more than 133,000 since 2000.
Smart phones now account for 27% of the mobile phone market led by nearly 50 million iPhone or Android purchases in the fourth quarter of 2010. Those seemingly smart consumers want to be able to communicate, buy and enjoy, whatever they want, whenever they want. As a result, more than 400,000 mobile applications or apps have been developed in the last three years.

So does your business need a mobile app right now?

The most used mobile apps are for playing games, catching up on news, sports and weather, social networking and listening to music. But there are a number of successful business apps too.

When it comes to food, apps are a natural fit. In its first three months, the Domino’s Pizza app generated more than $2 million in orders. The app made it easy and fast to order and engaged customers with opportunities to win prizes. Restaurants can feature menus and allow users to make reservations. Other apps help people find restaurants and some even show photos of dishes people have uploaded.

Nike Training Club is targeted at women and designed to be a full-body training app with workouts and drills focusing on strength, cardio and core training. Local fitness centers post connections. The user has an ongoing, positive connection with the company. You have an opportunity to achieve regular marketing touches in a non-marketing manner through feel good connections.

4. T.O.- No, not the football player/reality show guy. Track & Optimize. When customers use your app, you have information to track and trend. Plus, your mobile app helps with Search Engine Marketing in that your company name is online one more time.

But before you jump on the mobile app bandwagon, you still need to consider your options.

Today’s smart phones have capabilities nearly to the level of desktops and support both regular websites and mobile versions. As a result, you might be able to achieve your goals in a more cost effective way by creating a mobile version of your website.

Some companies require more capabilities for mobile than their regular website offers. If you own a mobile app and its cost associated and make sense. But for many others, simply developing the mobile version of the website will suffice or be even better than the app. For example, Wikipedia’s mobile site is tailored to fit the size of the screen it is viewed on and seems more user friendly than the app.

9. Make sure the app does something and isn’t just a mobile website. Otherwise, why make the bigger investment?

Your business may or may not need a mobile app today. But you definitely need to analyze the opportunity and enhance your mobile presence now and in the future.

For more information, please visit massolutions.biz.
Can Texas... continued from pg. 19
2000, mostly from the tech crash and layoffs at Dell and Compaq in 2001. Despite its large manufacturing base, Texas’s share of manufacturing employment, especially in high-tech manufacturing, is slipping. Its piece of U.S. high-tech manufacturing employment was 7.46 percent in 2007, higher than the national average.

Because of the number of workers in high-tech manufacturing, Texas’s average manufacturing wage was higher than in most states. Its average manufacturing wage was $60,400 in 2007, a 30 percent increase from 2000 and a 105 percent surge from 1990. Technological advances coupled with a high-skilled work force made Texas one of the top states in productivity. The value added per production worker was more than $347,557 in 2007, more than the California and U.S. averages.

Texas’s public economic development incentives

Texas depends heavily on the oil sector, which has created economic and fiscal challenges because the commodity is more susceptible to volatility in the global oil markets. To diversify, the state has created several funds to help build manufacturing and other sectors. The Texas Manufacturing Assistance Center, or TMAC, helps identify problems in manufacturing processes, recommends solutions and helps execute projects. Through a concerted effort across state government, Texas has created one of the most robust, diverse, and well-funded economic development funding platforms in the country. For example:

- The Texas Capital Fund Real Estate Development Program provides financial resources to communities not in enterprise zones. Funds must be used for real estate development (acquisitions, construction, and rehabilitation) to assist a business.
- The Texas Capital Fund Infrastructure Program is an economic development tool designed to provide financial resources to enterprise zone communities.
- The Texas Enterprise Fund provides the state’s leaders with a “deal-closing fund.” The fund can be used for a variety of economic development projects, including infrastructure and community development, job training, and business incentives.
- The Texas Legislature created a program to help develop large-scale manufacturing, research and development, and renewable-energy capital investment projects. Projects could be eligible for up to $100 million in tax incentives, depending on the level of matching private investment.
- The Texas Emerging Technology Program is designed to create jobs and grow the economy over the long term by expediting the development and commercialization of new technologies and attracting and creating jobs in technology fields. The $200 million fund is one of the largest in the country.

Controversial... continued from pg. 1
SB 653 seeks to dramatically alter California’s tax structure by significantly expanding new taxing authority to counties and school districts. California has reserved personal income and excise taxing powers for state government, while allowing local governments to tax sales, property, utilities and hotel charges. SB 653 is keyed as a majority-vote bill, and represents a major threat to taxpayers and, if passed, could create long-term economic challenges as businesses are forced to comply with more than 1,000 different tax jurisdictions.
Controversial...
continued from pg. 21
MAJOR PROVISIONS OF SB 653

• Local Personal Income Tax. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California to impose a local personal income tax. This new local personal income tax would be a set percentage based on what a resident of a county owes in state personal income taxes (up to 1 percent of state taxable income).

• Local Excise Taxes. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California to impose county-level excise taxes on any and all products or services purchased in that county. SB 653 provides examples of the type of transactions that can be taxed; however, the bill specifically states that local government is “not limited to” the taxes specifically mentioned.

• Local Sales and Use Tax. Each of the 58 counties and more than 1,000 school districts in California could impose additional transactions and use taxes beyond the current local rate limitation of 2 percent.

• Local Car Taxes. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California to impose a new local Vehicle License Fee (car tax), up to 1.35 percent, if the counties agree to contract with the Department of Motor Vehicles for collection purposes. When combined with the state VLF, some motorists could pay up to 2.5 percent annually on the value of their vehicle.

• Local Taxes on Natural Resources. SB 653 would allow each of the 58 counties and more than 1,000 school districts in California with oil and petroleum reserves to impose a 10 percent oil severance tax on the gross value of the product. Counties and school districts also would be allowed to impose a tax on “extractive business activities,” such as those involving minerals and oil.

SB 653 would authorize all counties and school districts on an individual basis to levy, increase or extend the taxes listed above with voter approval, as is currently required by Proposition 13, Proposition 26 and Proposition 218.

CALTAX CONCERNS WITH SB 653

Opens the Floodgates for Higher Taxes
SB 653 would lift decades-old restrictions that prohibit counties and school districts from proposing local personal income taxes, local transactions (sales) and use taxes above the current limits, excise taxes and new local car taxes. SB 653 represents not only a major shift of power from state to local government, but the shift would have major implications for the state’s long-term economic growth. SB 653 would effectively eliminate a business’s ability to plan out long-term
costs, since businesses would be forced to reckon with more than 1,000 tax jurisdictions, each of which may impose taxes that have different applications, regulations, and rates.

**Excise Taxes Are a Regressive and Inequitable Form of Taxation**

SB 653 incentivizes a regressive tax structure by allowing counties and school districts to impose excise taxes on virtually all products or services — anything from haircuts to toys sold in the county. An excise tax is a tax on commodities or services. Generally, excise taxes are imposed under the guise of mitigating a cost that society must pay for (such as a tanning tax for health care services), or as a funding source for a specific purpose (such as fuel taxes for highway construction). The equity of a tax can be measured by whether the responsibility of paying for a tax is shared by all taxpayers, and by a tax’s progressivity and proportionality. Excise taxes generally are regressive, and have a greater burden on lower- and middle-income taxpayers.

The Assembly’s Major Tax Study from 1965 concluded that excises taxes are "an extremely inequitable, if not the most inequitable, type of taxation." The report continued: "This taxation bears most heavily upon the lower income groups. It takes proportionately more of their income and as a consequence, it reduces their ability to purchase other needed commodities." By opening the door for local government to impose excise taxes, California would create a reliance on local taxes to fund local government. California’s Constitution requires government in each of the 58 counties and more than 1,000 school districts to provide services in a manner that does not penalize disadvantaged communities. Many lower-income areas throughout California have a smaller tax base, meaning they would not be able to obtain as much revenue from higher taxes as communities with higher-income individuals. Because SB 653 would allow counties and school districts to increase taxes to fund local government, lower-income regions of the state would not be able to provide the same quality of services as communities with a higher tax base.

**Creates Barriers for Disadvantaged Communities**

SB 653 is intended to help fund a government that is closer to the people, which, in turn, allows counties and school districts to exceed existing sales tax rate limits. SB 653 would authorize counties and school districts to impose transactions (sales) and use taxes beyond the 2 percent local rate limitation currently authorized by law. Each of the 58 counties and school districts could exceed the existing tax
Email is a tremendously powerful tool, but its effectiveness is directly related to the quality of your content. Remember to monitor analytics available to you to determine reader interest in particular content, the optimum frequency of communications, and the effectiveness of social media sharing and call to actions. Continuously measuring open rates will allow you to tailor your communications to your customers’ needs and interests.

Craig Fitzgerald is editorial director at IMN, a content driven e-communications provider. Craig can be reached at www.emarketingandcommerce.com

Controversial... rate limit, thus recreating a problem that the Legislature fixed after cities began imposing different tax rates in the 1940s. In order to create tax rate and tax base consistency, the Legislature passed the Bradley-Burns Uniform Local Sales Tax Act – SB 653 would take the state backwards.

Currently, California has the highest sales and use tax in the country, with a state rate of 8.25 percent and the ability of local government to add up to 2 percent. Though the worst of the recession has passed, and California’s economy is beginning to recover, excessive tax rates on sales and use of tangible property will put the state at a competitive disadvantage. Other markets—such as Asia, the European Union and even emerging economies like Brazil and India — can just as easily compete with California’s industries in a global marketplace. SB 653 will hinder economic growth by allowing counties and school districts to increase California’s sales tax to even higher, more excessive rates—with continued on page 36

Keep... continued from pg. 2

Start Sharing
Social sharing is a must. Connecting your e-communications with your social platforms is a no-brainer these days. Why? If just one subscriber clicks on a “Share” button from your e-newsletter, 133 of their friends will now see the content you’ve provided. It’s another reason your content should be thought-provoking and original—social media sharing equals major exposure for your brand and its content. The viral nature of social media can have a huge impact on your subscribers.

You may be thinking, “Yeah, but what does social media do for my sales?” There are many reporting tools now available that provide insight into who the subscribers are that shared your content and which social media sites were most frequently used. Once you start a dialogue with your subscribers, you’ll get to know their needs, ensuring additional sales and social media buzz.

Suggest a Next Step
Offering a call to action within your email helps consumers decide to visit your business or make a purchase. Incentives and deals are always good for a quick nudge to make that next appointment or dinner reservation. Give consumers a clear path to transact online, request more information or schedule service.

With you when travel is business and pleasure
Wells Fargo offers a variety foreign exchange products to meet your growing international business and personal needs including: international wires, foreign bank drafts and check collection, and currency risk management solutions. You can also purchase over 70 varieties of foreign currency.

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Op-Ed: California can learn from Texas

By Assemblyman Mike Morrell

I was born and raised here in California. I love our state. We have the greatest weather and some of the best seaports in the world for trade. To the north, the Silicon Valley leads the world in technology and over the hill from there, the San Joaquin Valley produces over $23 billion in agriculture revenue per year. With all this going for us, how then have we fallen so far behind?

First, our Governor and his fellow law-makers must remember—Americans are agile people. When they see an opportunity, they move toward it. When things go contrary, they look elsewhere. Creativity, industriousness, risk-taking, and adaptability—these are the characteristics that distinguish the American identity.

We inherited this agile spirit from our forefathers. In the 17th century, the English Puritans and Separatists—deprived of their freedom of worship—sought religious liberty in a new land. They settled in the Plymouth and Massachusetts Bay Colony, envisioning the new place as a “city upon a hill.”

In the 18th century, American Revolutionaries rejected the British monarchy of George III to establish a new sovereign nation. Instead of English aristocracy, they favored republicanism. Instead of obedience to a king, they prescribed self-government.

This agile spirit carried on through our country’s history. It attracted millions of newcomers from all over the world. It inspired an industrial revolution and a digital revolution, the automobile and the Internet.

It is no surprise, then, that when a large number of Americans become dissatisfied with their current environment, they do something about it. Adjustments are made and solutions conceived. The wheels of the American imagination begin to turn, and the intrinsic human desire for prosperity becomes a motivator for change.

This is America’s story, and it is also California’s story. We remember the Gold Rush of 1849, when hundreds of thousands from Oregon, Hawaii, Mexico, and Peru risked everything for a monumental chance of discovery and wealth in the Golden State. Inversely today, millions of Californians—discouraged by the loss of jobs, tax spike, and crumbling state infrastructure—are leaving the state for new horizons. Californians are doing what Americans have always done—observe, react, and proceed. And they’re doing it in droves.

Where are they going? As I found in a recent trip with fellow California legislators, they’re going to Texas. We sat down with Texas Governor Rick Perry, and learned what Texas does to attract businesses, jobs, and economic prosperity.

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At first glance, the Golden and Lone Star States certainly have their similarities. California and Texas are the first and second most populous states in the country, respectively. Both were once Mexican territories, secured for the United States during westward expansion. Both have vastly grown over the past century; and, both have populations that are about one-third Latino.

Beneath the surface, however, when it comes to policy, incentive structures, and economic growth—the sorts of things that encourage people to stay, or force them to leave—a real contrast emerges.

In 2010, Chief Executive §continued on page 26
Overton Moore Picks Up 192k Square Feet Inland Empire Industrial Property

Overton Moore Properties (OMP) has acquired Citrus Business Park, a 192.4k square foot Class A industrial project located within Hunter Business Park in Riverside. The two-building, multi-tenant industrial park was sold by Lincoln National Life Insurance Company.

Completed in late 2009, Citrus Business Park is currently 50% occupied. “All of the vacant units are completed and ready to occupy. The acquisition of Citrus Business Park fits into OMP’s strategy of acquiring well located assets below replacement costs,” noted Timur Tecimer, president of OMP. OMP is actively acquiring assets with value add potential as well as land for future industrial development.

Things... they are coming in and spending money? Grrr.

Even with traditional marketing media like TV and radio and print, you can’t sell the people what they don’t want. Everything from the Edsel to New Coke has proven this.

The computer, the Internet and most recently the smartphone have made themselves indispensable. Of course, in another decade or two there will be new technology, but until then, making what we have work wisely will go a long way.

A tech sergeant I served under, back in the Air Force, taught me to always use the right tool for the job. Social networking is for fun and personal communication. Even e-mail is better for deeper messages and conversation. Just as your camera that comes with your cell phone is for snapshots, you still need a qualified photographer with good equipment to capture your daughter’s wedding.

We can all enjoy the computer and the assorted devices that it has spawned. They make life easier and they make business more efficient.

But in business, education and life, you always have to fall back on the fundamentals. Don’t lie to yourself just because it sounds convenient. Grrr.

Op-Ed:... Magazine performed a survey of the best places to conduct business. California, which the magazine dubbed “the Venezuela of North America,” ranked last. Texas ranked first. California lost 112,000 jobs in 2009. Texas, by contrast, created 129,000 new jobs during the same period — over one-half of the new jobs in the United States. Texas’ unemployment rates have remained below the national average (9% as of April) for decades; California’s current unemployment rate is 12.2%.

Consequently, from 2000 to 2009, the Census Bureau estimates a domestic outflow of 1,509,000 people from California, and a domestic inflow of 848,000 U.S. citizens to Texas. As Gov. Perry explained, it’s not the Texas humidity or flat-

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Duttons... Ontario) as the principal coauthor. Coauthors are Senator Bob Huff (R-Diamond Bar), and Assemblymembers Wilmer Amina Carter (D-Rialto), Tim Donnelly (R-Twin Peaks), Curt Hagman, (R-Chino Hills), Kevin Jeffries (R-Lake Elsinore), Steve Knight (R-Antelope Valley), Brian Nustande (R-Palm Desert) and Norma Torres (D-Ontario).

Passage of the bill came following testimony from Gary Ovitt, Fourth District Supervisor of San Bernardino County, and Alan Wapner, Ontario City Councilmember and liaison to Los Angeles on aviation matters under a Joint Powers Agreement between the two cities.

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Marcus & Millichap
Real Estate Investment Brokerage Company

Beginning of Job Market Recovery

Sets Stage for Office Sector Turnaround

Expansion in the Inland Empire labor market will take root in 2011, but the lag between job creation and office absorption will delay substantial vacancy improvements until later in the recovery. As the year begins, nearly three times more space stands vacant than prior to the recession. While it will take a considerable amount of time to lease underutilized space, emerging signs of stabilization, including positive net absorption and a drop in vacancy last year, indicate the sector is moving in the right direction. Leasing activity will strengthen in a few urbanized areas along the western boundary of the metro, but owners will still employ steep incentives, particularly in the Rancho Cucamonga/Ontario/Fontana submarket, where vacancy will not likely fall below 30 percent until at least the end of 2011. The High Desert region and areas east of Interstate 215 will endure a slower turnaround until a broader job recovery can stimulate demand for space left empty by real estate-related firms.

The region’s volume of nonperforming properties will lure value-add buyers, spurring increased deal flow in 2011. Assets built since 2005 will comprise a large share of ROI deals, as many of these properties were underwritten at no longer attainable rents. While location will remain key, with many buyers only considering assets in dense office hubs, investors will increasingly place higher importance on per-square-foot prices. As such, attractively priced distressed assets in secondary areas will attract more bids and trade with cap rates averaging in the mid-8 percent to mid-9 percent range. Risk-averse buyers will continue to scout the western edge of the metro due the area’s perceived safety and projections for a quicker recovery. The few buildings that become available in denser business districts will sell with returns in the high 7 percent to mid-8 percent range.

• 2011 NPIP Ranks: 37, Up 3 Places. Strengthening occupancy conditions in the Inland Empire supported a three-spot rise in the 2011 NPIP, though a full recovery remains distant, keeping the market near the bottom.

• Employment Forecast: Total employment will expand by 16,300 jobs this year, or 1.5 percent. Office-using employers will hire 2,900 workers, a 1.6 percent gain.

• Construction Forecast: Builders will add 42,000 square feet of office space in 2011, over 90 percent less than the volume delivered during the years of heavy building between 2004 and 2008.

• Vacancy Forecast: Vacancy will improve 90 basis points this year to 23.9 percent, building on the 140 basis point drop registered in 2010.

• Rent Forecast: In 2011, asking rents will dip 1.1 percent to $21.12 per square foot as effective rents fall 1.3 percent to $16.84 per square foot.

• Investment Forecast: Increased sales activity will slowly improve price clarity, which will encourage banks to clear their books of troubled assets. With more than $400 million of properties in distress at the close of 2010, investors should have the opportunity to acquire assets with considerable long-term revenue upside potential.
<table>
<thead>
<tr>
<th>Hospital Address</th>
<th>City, State, Zip</th>
<th># of Lic. Beds</th>
<th>Total Staff # of RNs</th>
<th>Current Operating Budget</th>
<th>Specialties</th>
<th>Owner</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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<tbody>
<tr>
<td>Loma Linda University Medical Center</td>
<td>11234 Anderson St. Loma Linda, CA 92354</td>
<td>939</td>
<td>7,430 796 2,336</td>
<td>$990 million</td>
<td>International Heart Institute, Cancer Treatment Institute, Over 300 Other Specialties</td>
<td>Loma Linda University Adventist Health Sciences Center, Non-Profit</td>
<td>Ruth B. Fike CEO/Administrator (909) 354-6000 Ext. 554-1000 <a href="http://www.lomaclinic.org">www.lomaclinic.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St. Bernardine Medical Center</td>
<td>201 N. Waterman Ave. San Bernardino, CA 92404</td>
<td>463</td>
<td>1,425 400 562</td>
<td>$217 million</td>
<td>Full Service Regional Medical Center</td>
<td>Catholic Healthcare West</td>
<td>Steven R. Barron President (909) 843-7177/811-4546 <a href="http://www.sbmhc.com">www.sbmhc.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pomona Valley Hospital Medical Center</td>
<td>476 W. Holt Ave Pomona, CA 91767</td>
<td>453</td>
<td>3,295 626 1,023</td>
<td>N/A</td>
<td>Cancer Treatment, Cardiac &amp; Intensive Care, Cardiac Catheterization, Heart Surgery, Regional Kidney Stone Center, Women &amp; Children's Services</td>
<td>Non-profit facility by Community-BOD</td>
<td>Richard E. Vochum President/CEO (909) 634-8500 Ext. 635-0100 <a href="http://www.pvhospital.org">www.pvhospital.org</a></td>
<td></td>
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</tr>
<tr>
<td>Kaiser Permanente Medical Center</td>
<td>9961 Sierra Ave Fontana, CA 92335</td>
<td>444</td>
<td>6,108 700 1,613</td>
<td>N/A</td>
<td>Full Service Medical Care</td>
<td>Kaiser Permanente</td>
<td>Greg Christian Executive Director (909) 577-7142 Ext. 8551 <a href="http://www.kp.org">www.kp.org</a></td>
<td></td>
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<tr>
<td>Desert Regional Medical Center</td>
<td>1150 N. Indian Canyon Dr. Palm Springs, CA 92262</td>
<td>384</td>
<td>1,500 250 450</td>
<td>$178 million</td>
<td>Geriatrics, Rehabilitation, Oncology, Women &amp; Infants, Trauma/Emergency, Inpatient Surgery, Heart Services, Home Health/Hospice</td>
<td>Desert Hospital Dist., Tenet Healthcare</td>
<td>Karolee Sowle CEO (760) 323-4511/323-4350 <a href="http://www.deserthereal.com">www.deserthereal.com</a></td>
<td></td>
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<tr>
<td>Arrowhead Regional Medical Center</td>
<td>400 N. Pepper Colton, CA 92324</td>
<td>373</td>
<td>3,100 380 1,143</td>
<td>$362 million</td>
<td>Family Medicine, Outpatient Surgery, Maternity, Neonatal, Burn, Kidney Transplant, Cancer, Cardiac, Orthopedics, Emergency, Trauma</td>
<td>Country of San Bernardino</td>
<td>Patrick Pets CEO (909) 510-5050 Ext. 6316 <a href="mailto:valencia@armc.sbcounty.gov">valencia@armc.sbcounty.gov</a> <a href="http://www.armc.org">www.armc.org</a></td>
<td></td>
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<tr>
<td>Riverside County Regional Med. Ctr.</td>
<td>26520 Cactus Ave. Moreno Valley, CA 92555</td>
<td>364</td>
<td>1,800 350 300</td>
<td>$240 million</td>
<td>Neurosurgery, Child Abuse, Orthopedics, Surgery, Fam. Practice, Obstetrics, Level II Adult &amp; Pediatric Trauma Units</td>
<td>County of Riverside</td>
<td>Douglas Bagley CEO (951) 486-6701 Ext. 6473 <a href="http://www.rcrmc.org">www.rcrmc.org</a></td>
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<tr>
<td>Riverside Community Hospital</td>
<td>4445 Magnolia Ave. Riverside, CA 92501</td>
<td>373</td>
<td>1,790 506 775</td>
<td>N/A</td>
<td>Heart Care, 24-hr. ER/Team, Inpatient/Outpatient Surgery, Intensive Care, Kidney (Kidney-Pancreas Transplant, Orthopedics Physical/Occupational/Empirical Medicine</td>
<td>BCA</td>
<td>Patrick Brilliant CEO (951) 748-3000 Ext. 764 <a href="http://www.rcych.org">www.rcych.org</a></td>
<td></td>
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<tr>
<td>Community Hospital of San Bernardino</td>
<td>1805 Medical Center Dr. San Bernardino, CA 92411</td>
<td>321</td>
<td>1,200 250 250</td>
<td>N/A</td>
<td>Full Service Medical Center, Obstetrics/Neonatal Intensive Care, Comprehensive Rehab, Mental Health, 24 Hr. Emergency, Outpatient Surg.</td>
<td>Catholic Healthcare West</td>
<td>Diane Nitta CEO/VP of Operations (909) 877-3521 Ext. 6140 <a href="http://www.cbhl.org">www.cbhl.org</a></td>
<td></td>
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<tr>
<td>Eisenhower Medical Center</td>
<td>370 S. Holt Ave Rancho Mirage, CA 92270</td>
<td>289</td>
<td>2,218 400 643</td>
<td>N/A</td>
<td>Emergency, Cardiology, Orthopedics, Lucy Cino Cancer Care, Diabetes, Parkinson’s, Alcohol and Drug Treatment</td>
<td>Community-Based Non-Profit</td>
<td>Al Abrey Serfling President (760) 340-3911 Ext. 774-1425 <a href="http://www.eisenhower-medical.com">www.eisenhower-medical.com</a></td>
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<tr>
<td>San Antonio Community Hospital</td>
<td>999 San Bernardino Rd Upland, CA 91786</td>
<td>279</td>
<td>2,018 500 677</td>
<td>N/A</td>
<td>Medical/Surgical, Critical Care, Maternity, Neonatal, Pediatrics, Cancer Treatment, Cardiac, and Outpatient Services, Radiology &amp; Physical Therapy</td>
<td>Independent Non-Profit</td>
<td>Vince Lessin President/CEO (909) 985-2611 Ext. 965-1000 <a href="http://www.sachs.org">www.sachs.org</a></td>
<td></td>
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<tr>
<td>Hemet Valley Medical Center</td>
<td>1117 E. Devonshire Ave. Hemet, CA 92543</td>
<td>244</td>
<td>1,100 200 287</td>
<td>N/A</td>
<td>Emergency Department, Cancer, Treatment, Maternity &amp; Women’s Services, Cardiac Care, Outpatient Lab</td>
<td>Valley Health Systems</td>
<td>Joel Bergerfeld CEO (951) 652-2611 Ext. 645-4115 <a href="http://www.valleymedicalcenter.com">www.valleymedicalcenter.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LLU Children’s Hospital</td>
<td>11234 Anderson St. Loma Linda, CA 92354</td>
<td>244</td>
<td>372 107 287</td>
<td>N/A</td>
<td>Pediatrics, Cardiology, Oncology, OR/OT/GYN, Gastroenterology, Nephrology, Pathology, Radiology</td>
<td>Loma Linda University Adventist Health Sciences Center</td>
<td>Ruth B. Fike CEO (951) 538-4000 Ext. 538-1018 <a href="http://www.lluchs.org">www.lluchs.org</a></td>
<td></td>
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<tr>
<td>Corona Regional Medical Center</td>
<td>410 S. Main St. Corona, CA 92910</td>
<td>228</td>
<td>921 98 227</td>
<td>N/A</td>
<td>Full Service Medical Center/Rehabilitation Hospital, Behavioral Health, Comprehensive Cancer Center</td>
<td>Vista Hospital Systems, Inc. Non-Profit</td>
<td>Kevan Metzabt CEO (951) 736-6470 Ext. 761-8100 <a href="http://www.coronahospital.com">www.coronahospital.com</a></td>
<td></td>
<td></td>
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<tr>
<td>Kaiser Foundation Hospital</td>
<td>1080 Magnolia Ave. Riverside, CA 92505</td>
<td>215</td>
<td>3,800 400 635</td>
<td>N/A</td>
<td>Full Service Medical Care</td>
<td>Kaiser Foundation Hospitals</td>
<td>Vita Willett Executive Director (951) 354-4600 Ext. 4611 <a href="http://www.kaiserpermanente.com">www.kaiserpermanente.com</a></td>
<td></td>
<td></td>
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<tr>
<td>Redlands Community Hospital</td>
<td>350 Terracina Blvd. Redlands, CA 92373</td>
<td>206</td>
<td>1,500 340 250</td>
<td>N/A</td>
<td>Cardiac Rehab, Radiation Onc., Gen.-Laparoscopic Surg., Level II Injuries, Care Nursery, High Risk OB, Neurosurgery, Orthopedic Surg., Wound Care, Home Health, Hospice, Phys Therapy, Pediatrics, Behavioral Medicine, ICU, Urology, Gastroenterology</td>
<td>Community-Based Non-Profit</td>
<td>James R. Holmes President/CEO (909) 335-5030 Ext. 6497 <a href="http://www.redlandscommunityhospital.com">www.redlandscommunityhospital.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parkview Community Hospital</td>
<td>3800 E. Seventh Street</td>
<td>193</td>
<td>809 226 286</td>
<td>N/A</td>
<td>In/Out Surgery, Imaging, Breast Care, Cardiac Catheterization, Cardiac Care, Neonatal Intensive Care, Occupational Therapy, Physical Therapy, Respiratory Therapy, Sleep Therapy</td>
<td>Arrowhead Regional Medical Center, Non-Profit</td>
<td>Olga Burns Non-Profit (909) 535-4200 Ext. 354-5277 <a href="http://www.aromc.org">www.aromc.org</a></td>
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</table>

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ongoing commitment to enhancing the City’s infrastructure to accommodate growth and improve the quality of services for our residents and businesses,” said Mayor Eduardo Garcia. “By installing the new solar energy system utilizing the latest technology available at our water reclamation facility, the City and SPP will power this critical city resource in a manner that will greatly reduce our operating expenses and help our environment at the same time. I’m proud of our team here at the City and our project partners for all the effort and support they have provided to enable us to celebrate this transition to clean, renewable power at the plant.”

“It’s exciting to see innovative projects like this new solar plant at the Coachella water plant,” said Congresswoman Mary Bono Mack, who represents California’s 45th district. “By making better use of our region’s abundant solar resources we can help achieve stronger American energy security and reduce our dangerous dependence on unstable foreign oil supplies.”

“This solar plant by Solar Power Partners, Johnson Controls, and SolFocus exemplifies the kind of visionary renewable energy development that will bring jobs and clean energy to our desert communities and the state of California,” said Assemblyman V. Manuel Perez (Assembly District 80).

According to the U.S. Environmental Protection Agency, energy costs can account for 30 percent of the total operation and maintenance costs of wastewater treatment plants, which account for approximately 3 percent of the electric load in the United States. Demand for electricity at such plants is expected to grow by approximately 20 percent over the next 15 years.

“The Coachella Water Reclamation Plant is a prime example of how California can reduce its dependence on traditional energy sources and incorporate renewable energy for its power needs,” said Claudio Andreetta, regional VP and GM, Energy Solutions at Johnson Controls. “Johnson Controls strives to deliver solutions that reduce carbon dioxide emissions as well as develop and build projects that make energy efficiency and sustainability a top priority.”

“Through such projects, IID continues to demonstrate it is a committed partner in the growth and development of renewable energy within our service area. IID’s Solar Solutions Program serves as a powerful tool to government entities, like the City of Coachella, in helping to meet environmental goals and reducing long-term costs,” said John Pierre Menvielle, vice president of the IID board of directors.

“This project exemplifies how smart public policies are encouraging the deployment of solar projects. Under Senate Bill 1 the ‘Go Solar California’ initiative laid the foundation for programs like IID’s Public Benefits Charge, to fund solar incentive programs,” commented SolFocus CEO Mark Crowley.

“Solar Power Partners is proud to be working with the City of Coachella to bring solar-generated energy to their Water Reclamation Plant. As a recipient of the California Association of Sanitation Agencies’ 2009 Capital Improvement Award for another water treatment plant’s solar project, we are thrilled to bring this highly innovative and leading-edge solution to Coachella,” said Bob Powell, CEO of Solar Power Partners.

SolFocus CPV technology employs a system of patented reflective optics to concentrate sunlight 650 times onto small, highly efficient solar cells. The SolFocus SF-1100S system being deployed at the water reclamation plant features dual-axis tracking for consistent energy delivery. It also offers

**Project showcases Coachella’s efforts to reduce operating costs and carbon footprint at water facility.**

**“Time Out” With Bill Anthony**

Join Bill “The Ambassador of Good Taste” as he reviews gourmet food, travel and world famous restauranteurs—plus guest interviews with award-winning chefs and renowned wine connoisseurs.

**COMING SOON!! THE SPA AM 1510**
<table>
<thead>
<tr>
<th>Medical Group Address</th>
<th>City, State, Zip</th>
<th># of Physicians</th>
<th>Employed Contracted</th>
<th>Organization: (IPA/Grp. Pract.)</th>
<th>Total Employees</th>
<th>Year Founded</th>
<th>Percentage of Prepaid Patients</th>
<th>Urgent Care Services</th>
<th>Nat. Accredited: Surg. Centers Clinic/Group</th>
<th>Top Local Executive Name</th>
<th>Phone/Fax E-Mail Address</th>
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<tr>
<td>Magnolia Health Care Management</td>
<td>9096 Magnolia Ave., Ste. 206 Riverside, CA 92503</td>
<td>181</td>
<td>IPA</td>
<td>0</td>
<td>1995</td>
<td>N/A</td>
<td>No</td>
<td>N/A</td>
<td>N/A</td>
<td>John Mukherjee</td>
<td>CEO</td>
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<tr>
<td>Milianusk Eye Institute</td>
<td>37001 Bob Hope Dr., Ste. 109 Rancho Mirage, CA 92270</td>
<td>16</td>
<td>Ophthalmology Group Practice</td>
<td>60</td>
<td>1980</td>
<td>80%</td>
<td>24 Hour on Call</td>
<td>Yes</td>
<td>Yes</td>
<td>Tim Milianusk, MD</td>
<td>Administrator</td>
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<tr>
<td>NAMM California</td>
<td>3281 E. Guasti Rd., 7th Floor Ontario, CA 91761</td>
<td>21</td>
<td>IPA</td>
<td>1,300+</td>
<td>1983</td>
<td>95%</td>
<td>Yes</td>
<td>N/A</td>
<td>N/A</td>
<td>Leigh Hutchins</td>
<td>CEO</td>
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<tr>
<td>Pinnacle Medical Group</td>
<td>1850 N. Riverside Ave. Rialto, CA 92376</td>
<td>8</td>
<td>Medical Group</td>
<td>50</td>
<td>2003</td>
<td>WND</td>
<td>Yes</td>
<td>Yes</td>
<td>Charls Sabbah, MD</td>
<td>President</td>
<td>(909) 421-2500/421-2502</td>
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<tr>
<td>Pomona Valley Health Center</td>
<td>1770 N. Orange Grove Ave., Ste. 101 Pomona, CA 91767</td>
<td>8</td>
<td>Premier Family Medicine Associates</td>
<td>36</td>
<td>1996</td>
<td>N/A</td>
<td>No</td>
<td>Yes</td>
<td>Gregory Dalbuidi, M.D.</td>
<td>Medical Director</td>
<td>(909) 661-0400/661-2982</td>
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<td>PVHC at Claremont</td>
<td>1401 Monte Vista Ave. Claremont, CA 91711</td>
<td>N/A</td>
<td>2</td>
<td>50</td>
<td>2009</td>
<td>N/A</td>
<td>Yes</td>
<td>Yes</td>
<td>Karen Levin</td>
<td>Director of Operations</td>
<td>(909) 965-9977/946-6166</td>
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<tr>
<td>Prime Care of Redlands</td>
<td>1520 Burton Rd. Redlands, CA 92373</td>
<td>3</td>
<td>IPA</td>
<td>15</td>
<td>1982</td>
<td>50%</td>
<td>Yes</td>
<td>No</td>
<td>Sandoo Derryberry</td>
<td>Executive Director</td>
<td>(909) 786-7760/335-0086</td>
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<tr>
<td>ProMed Health Network</td>
<td>4150 E. Concours St., Ste. 100 Ontario, CA 91764</td>
<td>0</td>
<td>IPA</td>
<td>87</td>
<td>1988</td>
<td>80%</td>
<td>Yes</td>
<td>N/A</td>
<td>N/A</td>
<td>Jeereddi Prasad, M.D.</td>
<td>President</td>
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<tr>
<td>Rainier Medical Group, Inc.</td>
<td>4646 Breacon Ave. Riverside, CA 92506</td>
<td>0</td>
<td>Multi-Specialty</td>
<td>70</td>
<td>1996</td>
<td>60%</td>
<td>Yes</td>
<td>No</td>
<td>Deborah Novidino</td>
<td>Executive Director</td>
<td>(951) 774-2800/774-2848</td>
</tr>
<tr>
<td>Rolland-Yucasap Medical Group</td>
<td>225 Ternacina Blvd., Ste. 10A Redlands, CA 92373</td>
<td>0</td>
<td>Medical Group</td>
<td>50</td>
<td>2003</td>
<td>WND</td>
<td>Yes</td>
<td>Yes</td>
<td>Walter Jones, MD</td>
<td>President</td>
<td>(951) 746-6566</td>
</tr>
<tr>
<td>Riverside Medical Clinic</td>
<td>3660 Arlington Ave. Chino, CA 91710</td>
<td>123</td>
<td>Multi-Specialty Medical Group</td>
<td>725</td>
<td>1935</td>
<td>90%</td>
<td>Yes</td>
<td>Yes</td>
<td>Judy Carpenter</td>
<td>President/CEO</td>
<td>(909) 783-9744/928-9749</td>
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<tr>
<td>Riverside Physician Network</td>
<td>1605 Iowa Ave., Ste. 220 Riverside, CA 92507</td>
<td>0</td>
<td>IPA</td>
<td>55</td>
<td>1984</td>
<td>N/A</td>
<td>Yes</td>
<td>N/A</td>
<td>Howard Saner</td>
<td>CEO</td>
<td>(951) 784-9400/784-9606</td>
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<tr>
<td>San Bernardino Medical Group, Inc.</td>
<td>1780 N. Waterman Ave. San Bernardino, CA 92404</td>
<td>26</td>
<td>Multi-Specialty Practice Group</td>
<td>188</td>
<td>1954</td>
<td>65%</td>
<td>Yes</td>
<td>No</td>
<td>James W. Malin</td>
<td>CEO/Administrator</td>
<td>(909) 831-8610/881-3707</td>
</tr>
<tr>
<td>Stanley Trammel, DDS</td>
<td>1 Dental Orthodontics 14287 Seventh St. Victorville, CA 92392</td>
<td>1</td>
<td>Dental Orthodontics</td>
<td>6</td>
<td>1986</td>
<td>90%</td>
<td>24 Hour on Call</td>
<td>No</td>
<td>No</td>
<td>Stephanie Urza</td>
<td>Office Manager</td>
</tr>
<tr>
<td>U.S. Health Works Medical Group</td>
<td>6485 Day St., Ste. 302 Riverside, CA 92507</td>
<td>1</td>
<td>Occupational &amp; Industrial Medicine</td>
<td>4</td>
<td>1991</td>
<td>100%</td>
<td>Yes</td>
<td>No</td>
<td>Carmen Wells</td>
<td>Center Manager</td>
<td>(951) 653-3205/653-2440</td>
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<tr>
<td>U.S. Health Works Medical Group</td>
<td>15341 Central Ave. Chino, CA 91710</td>
<td>15</td>
<td>Family Practice, Industrial Medicine</td>
<td>35</td>
<td>1983</td>
<td>35%</td>
<td>Yes</td>
<td>No</td>
<td>Alpence Jackson</td>
<td>Medical Director</td>
<td>(909) 621-8162/7811</td>
</tr>
</tbody>
</table>

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### Hospitals Serving The Inland Empire

#### Ranked by number of licensed beds

<table>
<thead>
<tr>
<th>Hospital Address</th>
<th>City, State, Zip</th>
<th># of Lic. Beds</th>
<th>Total Staff # of RNs</th>
<th>Current Operating Budget</th>
<th>Specialties</th>
<th>Employer</th>
<th>Local Executive</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Mary Medical Center</td>
<td>Apple Valley, CA 92307</td>
<td>186</td>
<td>1,450</td>
<td>N/A</td>
<td>General Acute Care, CT Scan, Card Lab, Open Heart, Neonatal IC, Transitional Care, MBI, 24-Hr Emergency</td>
<td>St. Joseph Health System</td>
<td>David O'Brian</td>
<td>(760) 242-2151</td>
<td><a href="mailto:dobrian@stjosephhospital.org">dobrian@stjosephhospital.org</a></td>
</tr>
<tr>
<td>Hi Desert Medical Center</td>
<td>Joshua Tree, CA 92252</td>
<td>179</td>
<td>1,370</td>
<td>400</td>
<td>$32 million Medical, Surgery, ICU, SNP, Subacute, Home Care, Hospice 24-hr basic ER, Outpatient Surgery, Imaging, Health Care District Hospital</td>
<td>Hi Desert Memorial Health Care District</td>
<td>Lionel Chadwick</td>
<td>(760) 662-6066</td>
<td><a href="mailto:info@hdmc.org">info@hdmc.org</a></td>
</tr>
<tr>
<td>J.F.K. Memorial Hospital</td>
<td>Indio, CA 92201</td>
<td>145</td>
<td>650</td>
<td>N/A</td>
<td>Surgery, Ortho, OB/GYN, Gastro, Oncology, Enzyme Health Care</td>
<td>Dan Bowers</td>
<td>CEO</td>
<td>(760) 775-801-9735</td>
<td><a href="mailto:dbowers@jfkmh.com">dbowers@jfkmh.com</a></td>
</tr>
<tr>
<td>Chino Valley Medical Center</td>
<td>Chino, CA 91710</td>
<td>126</td>
<td>650</td>
<td>N/A</td>
<td>24-hr ER, Same-Day Surg., ICU, Transitional Care, Cardiac Cath, Labor, Obstetrics, Pediatrics, Acute Care</td>
<td>Prime Healthcare Services Inc.</td>
<td>Dr. James M. Lally</td>
<td>(909) 464-4064/0882</td>
<td><a href="mailto:drjmlally@primehc.com">drjmlally@primehc.com</a></td>
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<td>Victor Valley Community Hospital</td>
<td>Victorville, CA 92395</td>
<td>115</td>
<td>530</td>
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<td>Outpatient Surgery, Med/Surg, Units Inpatient &amp; Outpatient Behavioral Health Unit, MIROC/ICU</td>
<td>Community Owned</td>
<td>Catherine Pellegrino</td>
<td>(760) 841-6065/841-6202</td>
<td><a href="http://www.vvcmh.com">www.vvcmh.com</a></td>
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<td>Canyon Ridge Hospital</td>
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<td>106</td>
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<td>Behavioral Health, Alcohol/Drug, Acute Care, Outpatient Programs, 24-Hr, Cardiology, Endoscopy, Gastroenterology</td>
<td>Psychiatric Solutions, Inc</td>
<td>Jeff McDonald</td>
<td>(909) 500-3700/330-4019</td>
<td><a href="mailto:kevin.nolan@psychsolutions.com">kevin.nolan@psychsolutions.com</a></td>
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<td>102</td>
<td>475</td>
<td>N/A</td>
<td>24 hr ER, Family Centered</td>
<td>Prime Health Care</td>
<td>Lex Reddy</td>
<td>CEO</td>
<td>(909) 234-0062/4777</td>
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<td>Moreno Valley Community Hospital</td>
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<td>101</td>
<td>356</td>
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<td>Vita Willett</td>
<td>CEO</td>
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<td>Hospital Association</td>
<td>Ken Rivers</td>
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<td>(951) 677-9711</td>
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<td>Kindred Health Care Corp.</td>
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<td>Prime Care Services</td>
<td>Margaret Peterson, P.D</td>
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<td>San Healthcare Group</td>
<td>Edward Palacios</td>
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<td>(909) 875-7055</td>
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<td>Community Health Systems</td>
<td>Michael Stewart</td>
<td>CEO</td>
<td>(760) 937-3030/937-3048</td>
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<td>Palo Verde Hospital</td>
<td>Blythe, CA 92225</td>
<td>41</td>
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<td>Full Service Comm. Hospital, Adult/Pediatric Acute Care, Inpatient/Outpatient Surgery, Emergency, Maternity, Women’s Health, Home Health Services</td>
<td>Palo Verde Health Care District</td>
<td>Peter Kime</td>
<td>CEO</td>
<td>(760) 921-3151/921-3021</td>
</tr>
<tr>
<td>Mountains Community Hospital</td>
<td>Lake Arrowhead, CA 92322</td>
<td>35</td>
<td>162</td>
<td>N/A</td>
<td>Skilled Nursing Unit, Lab., Radiation Therapy, 24-hr. ER, OB, Physical Therapy, Rural Clinic, Med./Surg., Respiratory Care, Physical Therapy, Occupational Therapy</td>
<td>San Bernardino County</td>
<td>Charles Harrison</td>
<td>Executive Director</td>
<td>(909) 356-3662</td>
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**Notes:**
- NA = Not Available
- N/A = Not Available
- WND = Would Not Disclose
- na = not available
- Information obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. Please send corrections or additions on company letterhead to: Inland Empire Business Journal, PO Box 279, Rancho Cucamonga, CA 91729-0279. Copyright 2011 by IEBJ.
The Anxious New Supervisor

Getting a promotion and moving up in an organization is a goal the majority of the workforce is striving to achieve. The path to reach this goal is often times more clearly defined. It is after I achieve my goal of becoming a supervisor/manager that I may find the greatest difficulty. After all, the new position will require I get more done, stay on budget and produce high-quality results. The hard work and skills that helped me get the promotion may no longer serve the needs of my new position.

How I treat people, once I am in my new position, will often times determine my success or failure. Here are two concepts that will help improve your communications skills:

1. If your employees are telling you something, it’s important. There are no unimportant little things when it comes to dealing with people. If they’re constantly complaining, it might be a sign that they feel they’re not being listened to. If they have excuses for not getting work done, it’s possible there are real reasons behind those excuses. If they talk about their personal problems, it could be they feel you’re treating them as cogs in a wheel and not as individuals.

Consequently, my first recommendation is to sit down and write a vision of how you’d like to manage these people. Do you want to be controlling, asking them to do their physical tasks and nothing else? Do you want to work as a team, where you seek their input on all decisions to do with work processes? Or do you want something in-between, where you solicit some ideas when you think it’s necessary, but really just want them to show up and stuff baskets with stuff as they’re told?

Keep in mind that the less you seek their input, the less motivated they will be to go above and beyond when you need them. If you view them as cogs, that’s how they will view the job - as something they can replace as soon as something better comes along.

I’m not saying you have to have a completely egalitarian workplace. In fact, some people like working in jobs where they aren’t responsible for any decisions. It could be that’s the type of workers you want. However, you must know what you’re looking for.

2. Communicate. However you decide to manage, it’s important to communicate with your employees. At the least, tell them why you want them to do something a certain way, don’t just give a direct order and walk away. Entertain serious requests for change and - even in a more hierarchical structure - ask the experts (the people doing the job) how things could be improved.

Another important aspect of communication is praise. People want to feel important, that they’re doing a good job and that they matter to the workplace. There’s no harm in telling them—constantly and sincerely - that they did a good job meeting a deadline and that the baskets look great. In fact, a great deal of good can come from showing appreciation. You’ll find that they like coming to work!

At the same time, you must communicate exactly what you expect from these workers. There is no room for vague language here. Delineate exactly what will be done and what you expect the outcome to be. Since these are new positions, I’d seek the input of the workers after a few weeks. It’s not uncommon that a job looks good on paper but isn’t practical in the real world.

In summary, know what you want them to communicate it. That will get you started on a path toward successfully managing your new position.
Seven Hallmarks of a Great Workplace

By Norm Spitzig

What exactly makes a workplace “great?” What are the specific characteristics common to those very special workplaces that are universally recognized as the indisputable signs of a superior operation?

If there is a more basic (or fascinating) question for a workplace and the people who inhabit it, it hasn’t been found. A workplace that successfully attains the following characteristics—whatever size it might be or industry it may be in—can proudly and accurately call itself “great.”

1. A clear mission and purpose for being

The very best workplaces in the world know—really know—who they are and what their core purpose is. They have a straightforward, concise mission statement (i.e., “who they are”) that is readily understandable and enthusiastically embraced by each and every employee. Such great workplaces have carefully identified those factors critical to their long-term success (i.e., “those services and/or facilities they must do, and continue to do, exceptionally well”) as well as their specific vision for the future (“what our workplace will likely be in three to five years”) insure that their vision is more than some pie-in-the-sky dream.

2. Forward thinking, creative senior management and a caring, well-trained staff

No workplace can remain superior over any meaningful period of time without quality leadership at the top as well as a caring, well-trained support staff. At great workplaces, everyone from the president/chief executive officer to yesterday’s hire are fully committed to doing whatever it takes to insure the company’s ongoing success year-in and year-out. Equally as important, great workplaces attract people from myriad backgrounds and with varying arsenals of professional and personal skills—talents that complement and enhance each other to the benefit of all employees as well as the customer base.

3. Meaningful work

A great workplace allows—better yet, encourages—its employees to do what they deem meaningful. Of course, the term “meaningful” denotes different things to different people. What is meaningful work for a chief executive officer of a multi-billion dollar company may, but not necessarily, differ significantly from that of a solo entrepreneur working at home. Both can—or cannot—be genuinely viewed as meaningful work, depending on the perspectives of the individuals involved. Having said that, Malcolm Gladwell is correct when he notes in *Outliers* that, for most people, work is meaningful when it is sufficiently autonomous, appropriately complex, and has a perceived direct relationship between the effort invested (i.e., “time on the job”) and the accompanying return (i.e., “compensation”).

4. Reasonable, understandable, and uniformly enforced work rules

Great workplaces have rules and policies that are reasonable, understandable, and, perhaps most importantly, fairly and uniformly enforced. (If, for example, smoking is prohibited in the work environment, that means, plainly and simply, no one smokes: not the president, not the chief operating officer, not the new dishwasher.) The rules and policies at great workplaces are neither capricious nor arbitrary. They are not written in language so arcane that anyone but a senior tax attorney can comprehend. Ideally, they are not written to prevent employees from doing something, but rather to set appropriate standards whereby all employees are assured the opportunity to maximize their potential.

5. An appropriate blending of tradition and innovation.

While great workplaces are environments where employees devote a significant amount of time to improving current products and services as well as creating new ones, they are also places where tradition and continuity are highly valued. Longstanding products and services are not whimsically eliminated to the detriment of loyal customers; rather, they are continually improved as circumstances dictate to the benefit of all concerned. At great workplaces, all are aware and proud of their company’s origins and heritage, its growth and evolution, its positive reputation in the community, its quality products and services, its mission for the present, and its vision for the future.

6. Open communication among all vested parties

Great workplaces have regular, honest communication between everyone involved with, and interested in, the long-term success of the company. Staff and customers are always continued on page 39
Local Twelve-Year-Old Goes to Carnegie Hall

Carnegie Hall in New York is one of the most prestigious venues in the world for both classical music and popular music. It is an honor for any musician to perform at such a historic place let alone attend a concert there. This year, on May 7th and 8th the American Fine Arts festival invited promising musicians from young kids to amateur adults to come perform at their music festival held at Carnegie Hall.

Meet Jeffrey Siu. During the day, he’s a regular 12-year-old kid that you’d find hanging out with his friends at school telling Chuck Norris jokes or talking about recent movie trailers. But, after he gets home from school, finishes his schoolwork and sits down at the piano—his whole persona changes. He lives in Diamond Bar with his mom, June, his dad, Ta, and two sisters—Jasmine and Joanna, aged 10 and 6 respectively. He usually practices the piano about an hour or two a day. When he isn’t playing piano, his hobbies include video games, astronomy, and Legos. Recently, he has also started learning to play guitar in school and seems to really enjoy it.

At age 8, Jeffrey started to get serious about playing piano and started attending lessons at the Moscow Center School of Music located in Rowland Heights. Currently, he meets once a week with his instructor, Lilit Cabayan, who originally came from Russia. For those who do not know the history of Carnegie Hall—it was named after Andrew Carnegie who financed the construction. It was designed initially by the New York City architect William Burnet Tuthill as a venue for the Oratorio Society of New York and the New York Symphony Society. The design was inspired by the Italian Renaissance combined with architectural notes derived from various European models. Construction began in 1890 and was finished April 1891. The official opening night was on May 5th with a concert conducted by maestro Walter Damrosch and composer Peter Ilyich Tchaikovsky. Many legendary jazz and popular music performers have also given memorable performances at Carnegie Hall including Benny Goodman, Judy Garland, Shirley Bassey, Harry Belafonte, James Gang, Nina Simone, Stevie Ray Vaughan, The Beatles, and Bob Dylan. A few years after Carnegie Hall opened, the studio towers, on the south and northeast sides of the hall were continued on page 37
What’s to Eat in Puerto Vallarta?

By Donna Hoerning

Mexican resort cuisine has changed dramatically over the last 20 years. My husband and I first visited the Mexican Riviera in 1983—we stayed at the Princess Hotel, which was then rated as the finest resort in Latin America. We ate all of our meals at the hotel, and it was an experience we have not forgotten—not that the food wasn’t good, it was good, but at the same time it was different—a hamburger did not taste like a hamburger and Montezuma’s revenge was very real with both of us getting sick.

If you have not been to Puerto Vallarta in the last decade, you will find many changes—some good, some not so good. Let’s begin with the experience we have not forgotten—one was during our last visit in the old section of Puerto Vallarta and is best arrived at directly by cab. A word of caution—make sure your cab driver knows exactly where the restaurant is—the old town section is very dark and not some place you want to stroll around for long periods of time. Coco Tropical sits right up against the beach and is a wonderful place to watch the sun go down. The owner, Heinz Reize, is an accredited Swiss chef and we have never been disappointed with any entrée we have tried—they make the best Tortilla soup I have ever tasted. When we were there last, we had a table on the terrace that faced the beach—many vendors stroll by, and on this last occasion, four young men serenaded us (for a few pesos) as we ate—a very romantic memory.

My personal Puerto Vallarta favorite is Coco Tropical (www.cocotropical.com)—it’s in the old section of Puerto Vallarta and is best arrived at directly by cab. A word of caution—make sure your cab driver knows exactly where the restaurant is—the old town section is very dark and not some place you want to stalk around for long periods of time. Coco Tropical sits right up against the beach and is a wonderful place to watch the sun go down. The owner, Heinz Reize, is an accredited Swiss chef and we have never been disappointed with any entrée we have tried—they make the best Tortilla soup I have ever tasted. When we were there last, we had a table on the terrace that faced the beach—many vendors stroll by, and on this last occasion, four young men serenaded us (for a few pesos) as we ate—a very romantic memory.

Coco continued on page 35

RESTAURANT REVIEW

Inner Design Studio Challenges Design Norms With Loma Linda University Medical Center in Murrieta

Walking into the new Loma Linda University Medical Center in Murrieta, it seems like you’ve entered the lobby of an exclusive resort instead of a hospital.

Nestled in the stunning Hogback Hills in Southern California, the new medical center welcomes patients with a bright environment contrasted against a color palette of sky blues and dark wood veneers that mimics the qualities of a luxury hotel.

This 248,000-square-foot medical center was intended to be a calm, caring oasis for guests who seek a more elegant experience than is typically found in healthcare facilities. LLUMC leadership envisioned a high-tech, high-touch healing facility with specific color schemes and design aspects that challenged the norms of healthcare interior design.

“When we sat down with Loma Linda leaders, they described a clean, white environment with a technologically advanced appearance that evoked the feeling of visiting a five-star hotel,” said Rebecca Donner, managing principal of Inner Design Studio and head designer for the Loma Linda project. “This was a new challenge for me as a healthcare interior designer. We re-considered many of our industry’s design norms and reinvented products to meet the clients’ requests. We also made sure that the client was aware that using such a light color would require a greater commitment to maintenance to keep the facility looking pristine, which is a commitment they were willing to make.”

About Loma Linda University Medical Center-Murrieta

Loma Linda University Medical Center-Murrieta (LLUMC-M) is the fulfillment of a vision shared by dedicated local physicians, community members, LLUMC leadership, local and state governments to create a world-class community hospital.

The campus serves the community with a new, state-of-the art medical facility that blends the best of the local medical community and the 105-year legacy of the Seventh-day Adventist owned and operated, Loma Linda University Medical Center. LLUMC-Murrieta is home to a 248,000-square-foot acute care hospital with 106 inpatient beds, and a 160,000-square-foot professional office building. The facility blends the latest technology with high-touch care, and a calm, healing environment.
What’s...

continued from pg. 34

Tropical is moderately priced and very much worth finding.

This year we again vacationed in Puerto Vallarta where we stayed at the Grand Mayan in Nuevo Vallarta. The resort is on a property so big that they have electric carts running at all hours to get you from one end of the property to the other. We had 11 wonderful restaurants to choose from just at the resort itself and all had slightly different themes and menus. Of the 11, we sampled six. We arrived on Sunday afternoon and were hungry—our taste buds were more than satisfied at Ola Mulata. It’s classified as a snack bar and isn’t open for dinner, but is situated right against the beach and is a perfect setting for a margarita and lunch. Lots of selections to choose from and oh, so tasty!

If you like breakfast buffets, you will really love Café Del Lago—it is, by far, the largest and the best breakfast buffet we have ever experienced. It is set in a beautiful location and is priced like a great buffet back home would be. We ate there twice. We took a turn at their Italian restaurant Tramont for dinner one night (www.mayan-resorts.com/the-grand-mayan/nuevo-vallarta/tramonto) and were pleasantly surprised—hey, who know they knew Italian? We ate most of our lunches by the pool at a wonderful outdoor poolside Mediterranean restaurant called "Samba"—great hamburgers, nachos, tacos, and all set in paradise.

On our next to last evening were had dinner at Punta Arena, the resort’s seafood restaurant—the setting is right on the beach and is literally "to die for"—especially at sunset; however, of all the meals we had, this was our least favorite. There are many GREAT seafood restaurants in Puerto Vallarta; they will grill an entire fish for you with a choice of preparation methods—Punta Arena was not among them.

Our last evening found us at the newest restaurant on the resort located at the Grand Luxxe—they call it a Mexican restaurant, but it was unlike any Mexican food I had ever tasted—it was elegant, scenic, and the food was beyond delicious—oh, and did I mention the desserts?

Mexico has changed and especially in Puerto Vallarta—and particularly at the Mayan resorts the opportunity to treat one’s taste buds to wonderful food is now in line with the beauty of the local area.

Tropical is opposed to the use of this image. Please refer to pg. 34 for the complete story.
SAN BERNARDINO COMMUNITY COLLEGE DISTRICT AWARDED $5 MILLION, 5 YEAR GRANT TO ASSIST STUDENTS WITH DISABILITIES

The San Bernardino Community College District (SBCCD) Technology and Educational Support Services (TESS) offices will be the new fiscal and oversight home, if not the physical location, of the Alternate Text Production Center (ATPC), currently housed at Ventura College. Awarded the $5 million grant by the California Community Colleges Chancellor’s Office, the ATPC is the first publicly funded, system-wide resource dedicated to serving the alternate media needs of the largest post-secondary educational system in the world. There are 112 community colleges in California and each of them has equal access to the media services provided by the ATPC.

From existing print or electronic documents, the ATPC creates alternate media products for use by California Community College (CCC) students with print-related disabilities. These products consist of electronic text files, electronic Braille files, Braille books and documents, and Tactile Graphics. Using state-of-the-art technologies, the ATPC last year processed over 5,000 E-Text and 140 Braille textbook requests for the CCCs. As part of their fee-based option, the Center can also provide alternative textbooks and music to students with disabilities to all educational levels K-12, UC, CSU and private educational institutions. Last year more than 40 other educational institutions were served.

SBCCD Chancellor Bruce Baron said “The primary purpose of this grant is to improve the capacity of the California Community College system to serve its disabled student population, specifically the print-disabled students, a group comprised of the visually impaired, learning disabled, physically disabled and those with acquired brain injuries. Given the statewide fiscal cuts to the colleges’ Disabled Students Programs and Services (DSP&S), and the numbers of service people returning from overseas conflicts with acquired brain injuries, the ATPC program is more critical than ever. We are very pleased to be part of that important effort.”

Dr. Glen Kuck, executive director of TESS, noted that “The SBCCD is committed to ensuring that a coordinated and comprehensive approach continues to the provision of equal and immediate access to print information in alternate formats to individuals with print disabilities who are enrolled in the California community colleges. Under Title 5 regulations, colleges must promote and support the maximum independence and integration of students with disabilities. Those students must have an equal opportunity to benefit from the instruction offered by the institution. The ATPC works in conjunction with the DSP&S offices to make those goals attainable for students with disabilities.”

The ATPC was located on the Ventura College campus from its inception in 2001 until this year, when the program grant was awarded to the SBCCD beginning July 1, 2011. Given the specialized nature of the staffing requirements and the production facilities, the program facilities will stay in Ventura for the time being. At some later date, it may be relocated to San Bernardino.

ATPC Director Michael Bastine said, “The ATPC team is thrilled to remain intact as a production resource for our CCC students with print-related disabilities. The entire SBCCD staff has been extremely proactive and supportive in drafting a winning proposal and nurturing our center’s ongoing transition into the District. The ATPC staff is looking forward to having as many SBCCD people as possible attend our Open House later this year.”

Controversial... no limit in place. Higher Car Taxes Hurt the Economy

SB 653 would allow each of the 58 counties and more than 1,000 school districts to impose a new Vehicle License Fee (car tax) up to 1.35 percent. The VLF is intended as an “in-lieu” property tax (to ease administration) and, therefore, should not exceed the 1 percent cap imposed for other property taxes. If the rate varies by jurisdiction, some counties and school districts will charge different rates based on the use of the vehicles (commercial versus non-commercial use) or the type of vehicle (different rate based on emissions, cylinders, size, or weight). These issues not only raise concerns for taxpayers subject to the tax, but raise costs to the state for administering potentially divergent rules in each of the counties and school districts. In addition, a local VLF would directly impact the sales of vehicles. The auto industry has been hit particularly hard by the recession, and this proposal will substantially compound the industry’s difficulties.

Provides Counties and School Districts More Taxing Authority Than Cities

Under current law, general law cities and charter cities have similar taxing authority (Government Code Section 37100.5). However, a city’s taxing authority is much broader than a county’s taxing authority, since cities can tax anything not prohibited by law, while counties and school districts are limited to tax what is specified in the law. Distinctions between city and other local government taxing authority has been outlined in numerous court cases that employ the theory of “Dillon’s Rule,” which says that a local government – in the case of SB 653, county and school district governments – have only the express power granted to it by the Legislature. California does not need more than 1,000 new and different taxing approaches.

Higher Energy Costs Hurt Commuters

SB 653 would allow counties and school districts that have oil and petroleum reserves to impose an oil severance tax. Increased costs for oil production would be passed along to all of California’s consumers at the pump, and the new taxes likely would reduce in-state oil production. Because gas prices will rise as a result of increased oil production costs, costs of doing business likewise will increase. As the general costs of doing business in California increase, business activity will slow, leading the state deeper into recession.
Local Twelve... continued from pg. 33

added, which is basically what we see today when we think of Carnegie Hall. In addition to the main hall, Tuthill included two other performance spaces: a small recital hall, known today as the Weill Recital Hall, and a mid-size venue. In 2003, Carnegie Hall re-opened it as Zankel Hall, which is a newly renovated area dedicated to jazz and world music. After passing the audition with the American Fine Arts Festival judges, Jeffrey was chosen to play at one of their winners’ concerts where the performers would also be awarded certificates of excellence. This would be his first time visiting New York so he was really excited for the opportunity he was given. Jeffrey was chosen to perform Rachmaninov’s Moment Musical op.16 no.4 inside of Weill Recital Hall. Alongside Jeffrey, there were also 37 other performers that were awarded at the May 8 performance and award ceremony who came from all over the U.S. including: California, Georgia, Illinois, Massachusetts, New Jersey, and Pennsylvania.

The hall is a pedestrian on 57th Street, Manhattan, stopped Jascha Heifetz and inquired, “Could you tell me how to get to Carnegie Hall?” “Yes,” said Heifetz. “Practice!” Practice has definitely given Jeffrey the once-in-a-lifetime opportunity to play at Carnegie Hall. In addition to the earliest print versions of the joke tells:

Publisher’s Note: During the past 23 years since we have published the Inland Empire Business Journal, we have never printed stories benefiting a personal friend. We have made an exception with Jeffrey Siu. Because of his extraordinary musical talent, we thought our subscribers would like to read about this 12-year-old and his accomplishments.

Executive... continued from pg. 14

Zorn specializes in the leasing, sales and development of warehousing, distribution and manufacturing facilities throughout the global industrial real estate market place. Previously, Zorn was a principal of DAUM Commercial Real Estate Services in Inland Empire where he was a top producer producing broker for past nine years. Siglar specializes in sales and leasing, sale-leaseback, tax deferred (1031) exchanges, leased investments, build-to-suit, and site search and acquisition, land development, and landlord and tenant representation. Prior to joining Colliers, he was the top producing industrial specialist at DAUM.

Op-Ed... continued from pg. 26

lands that attract people from the California coasts and pastures; it’s an environment that cherishes innovation and productivity. It is a welcoming spirit that generates creativity and opportunity.

Perhaps Texas’ most significant competitive advantage is the absence of an income tax, whereas California has a steeply progressive income tax that amounts to 55.5% of our general fund revenue. In “Competitive States: Texas vs. California,” economist from the Texas Public Policy Foundation write: “When hard economic times arrive, progressive income taxes intensify the loss of revenues that naturally occur. The higher spending obligations created during good times pressure states to raise taxes higher than economical optimal in an attempt ‘close the revenue hole.’”

Because Texas does not suffer from the progressive revenue rollercoaster, its budget and economy have exhibited a remarkable stability compared to California. Stability, combined with a unique economic independence for families and investors, gives Texas the edge.

If California hopes to rise again as a destination, rather than become a residential scrapyard from which to flee, we should pay attention to Texas. Otherwise, Californians will do as they’ve always done, and find new ways to improve their lives.

It’s the American way.

Note: Assemblyman Mike Morrell can be contacted at the State Capitol, Room 4102, Sacramento, CA 95814. Phone (916) 319-2063, Fax (916) 319-2163.

Top Health Care Medical Clinics/Groups in The Inland Empire continued from page 29

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<th>Medical Group</th>
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<th>Percentage of Prepaid Patients</th>
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<th>Nat. Accredited: Surg. Centers Clinic/Group</th>
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<td>1760 Chicago Ave., Ste. J3 Riverside, CA 92507</td>
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<td>Day Occupational Health, Industrial Medicine</td>
<td>17</td>
<td>1980</td>
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<td>Eileen Juan Clinic Manager (951) 781-2200/784-1220</td>
</tr>
<tr>
<td>U.S. Health Works Medical Group</td>
<td>101 Corporate Center Dr., Ste. 130 Pomona, CA 91768</td>
<td>6</td>
<td>Occupational Health, Industrial Medicine</td>
<td>15</td>
<td>1980</td>
<td>100%</td>
<td>Yes</td>
<td>No</td>
<td>Rosemary Lozano Clinic Manager (909) 623-1954/623-4988</td>
</tr>
<tr>
<td>Western University Medical Center</td>
<td>887 E. 2nd St., Ste. C</td>
<td>0</td>
<td>Dental Family Practice Group</td>
<td>150</td>
<td>1971</td>
<td>90%</td>
<td>Yes</td>
<td>NA</td>
<td>Carol Huie Clinic Manager (909) 865-2566/5865-2995</td>
</tr>
</tbody>
</table>

Note: Assemblyman Mike Morrell can be contacted at the State Capitol, Room 4102, Sacramento, CA 95814. Phone (916) 319-2063, Fax (916) 319-2163. Copyright 2011 by IEBJ.
“Full Engagement! Inspire, Motivate, and Bring Out the Best in Your People,”
By Brian Tracy; AMACOM, New York, New York; 2011; 226 pages; $22.00.

It has been a tough three years financially for most of us, and we’re not yet out of the woods. Even so, there are hopeful indicators that the situation is turning around. Among these are the growing number of “how-to” books that are once more targeting business owners and managers. More importantly, books like “Full Engagement!” have re-focused on the real engine of growth: motivated employees who keep customers coming back by satisfying them.

Author Brian Tracy isn’t breaking any new ground. In fact, one of his first key information sources is Aristotle. What may seem to be a new approach to motivating people is actually one of the oldest. Tracy puts it this way:

“Human beings, including yourself, decide emotionally and justify logically. We make emotional decisions instantaneously, sometimes with a single glance of a single piece of information, and then we often spend several hours or months underpinning our emotional decision with logical justifications.”

Tracy goes on to note:

“Aristotle talked about this in his work Nichomachean Ethics. He said that behind every human motive there is a further motive until you finally arrive at the basic motive for everything, and that is to be happy.”

The author isn’t talking about the mindless happiness expressed in the movie, “The Stepford Wives.” What he’s talking about is an intelligent approach that depends on the hard work of senior and mid-level managers. As Tracy states:

“Organize the work, from the first step in the hiring process through to the final step in the retirement ceremony, so that people are happy with you, their work, their coworkers, as well as in their interactions with your customers, suppliers, and vendors, and in everything they do that has an effect on your company.”

Sound like an approach out of the 1970s, or even the 60s? Perhaps, but from 2006 through 2010 much of today’s business management, from owners to junior managers, seem to have developed a serious case of amnesia about the need for motivating employees. It’s not unusual to hear a manager say about his employees, “What are they griping about? They’ve got jobs, haven’t they?” As Tracy often implies throughout the book, this type of comment begs the question: There is no surer way to measure business success than by comparing employee happiness and subsequent motivation with a balance sheet. Employees who don’t care about customers’ needs being met, soon find themselves without customers, and the company without cash flow. No cash flow, no profits. No profits, no business.

There are three areas of importance in “Full Engagement!” First, the book reminds us that motivating employees to satisfy clients is an historically tested way of building a business. When your employees and managers forget this, you and they are doomed to re-learn that lesson the hard way.

Second, there must be an organized approach by owners and managers to achieve the goal of building motivation among employees, suppliers, and other stakeholders in the business. The book offers plain written methods and techniques to make this possible.

Third, Tracy lists 17 management principles to help owners and managers become more effective planners, communicators, leaders, and motivators. Those are ambitious goals and not easy to achieve, especially in uncertain economic times.

There’s one piece of advice Tracy offers that isn’t often seen in “how-to” business books. It’s this: “When you learn a new ideal, resolve to take action on it immediately. There is a direct relationship between how quickly you take action on a new idea and how likely it is that you will ever take action on any new idea at all.”

“Full Engagement!” is continued on page 39.
Seven...
continued from pg. 32
kept informed of, and are encouraged to appropriately participate in, the company mission, vision, policies, and procedures as well as any significant changes under consideration. In other words, they are given adequate opportunity to convey their ideas and suggestions to company leadership. Managers at great workplaces are unwavering in their commitment to “management by walking around,” because they know that this time-tested practice promotes open communication and minimizes potential problems. Great workplaces typically have company newsletters, both electronic and print, that regularly and effectively communicate the various opportunities available to staff and customers.

7. Fiscal responsibility
Last, but certainly not least, great workplaces are fiscally prudent in the manner they operate. They have detailed multi-year business plans that feature accurate income and expense projections, conservative cash flow estimates, sufficient funding for research, development, infrastructure maintenance, renovation and expansion, and realistic cash flow projections.

In addition, great businesses rigorously monitor and adjust their financial plans on a regular basis and as circumstances dictate. The know exactly how much money will be required to provide the quality products and services their customers want and expect as well as provide the specific costs associated with them.

It takes constant effort and vigilance to be a truly great workplace, but the end result is well worth it.

For more information, please contact Norm at norm@spitzig@hotmail.com, 1-352-735-5693, or visit www.MasterClubAdvisors.com.

The Anxious...
continued from pg. 31
people.

Richard Bonar is manager of the Dale Carnegie of the Inland Empire. Bonar, and the IE Dale Carnegie team have designed and delivered performance-based learning programs for hundreds of companies in the Inland Empire during his 20-year tenure in the IE.

If you have a question or need advice on a certain topic, please visit our web site at www.ie.dalecarnegie.com or e-mail us at rbonar@ie.dalecarnegie.com 909-938-3422.

Choosing a...
continued from pg. 6
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Already, more than 1,200 hospitals have pledged to support the Partnership for Patients. Ask your local hospital to sign up, if it hasn’t already.

Full...
continued from pg. 38
proof that long-tested business approaches are worth re-learning because they continue to prove their value.

--Henry Holtman

Executive...
continued from pg. 57
Commercial Real Estate Services for the past 12 years.

Siliken Solar Moves Operation to Tijuana
Siliken Solar, a firm located near San Diego, has moved its manufacturing operation across the border to Tijuana, Mexico. The facility assembles solar panels, and the move was well worth it.

Galleano...
continued from pg. 8
duce a number of multi-award-winning dessert wines. Galleano stores and ages the wines in 50-gallon barrels. The stored wines include some port or sherry wines, or wine fortified with brandy to lock in natural sugars and raise the alcohol content. Their most famous and best-selling wine would be their Zinfandel. The grapes began in Domenico’s time and the end product is deep raspberry in color and is full of character with a full fruit flavor with a hint of currant. This is their house wine and is what Don drinks daily. Their Zinfandel symbolizes the valley’s fascinating history.

In 2010, they’ve received numerous awards for their wines and to name a few: Ancient Angelik awarded gold at the LA County Fair Wine Competition, Dos Rancheros Zinfandel awarded silver at the Pacific Rim Wine Competition, and their Sherry Cremas Cask III was a silver medal winner at the Jerry Mead New World International Wine Competition.

The Galleanos never hesitate to share with visitors: their family history, hospitality, or their consistently great wines… So find some time to stop by and visit their winery and enjoy what they have to offer. The directions are easy: Get off the Cantu-Galleano Ranch Road Exit on Interstate 15.

prompted by lower labor costs in Tijuana – $4 to $5 an hour, compared to $15 in San Diego – and a lack of interest in American-made products, according to a company spokesman. The Mexican factory, which uses equipment moved from the San Diego plant, opened in March and employs about 250 people. It is twice the size of the U.S. facility, which will be converted into the company’s distribution and logistics center.

Duttons...
continued from pg. 26
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City of...
continued from pg. 28
environmental benefits including no water usage for energy production, a small land footprint with dual use potential, and no permanent shadowing or wildlife corridor disruption. Additionally, SoiFocus CPV provides the shortest energy payback and lowest greenhouse gas (GHG) intensity of any solar technology in solar-rich regions like Coachella.

Galilea...
continued from pg. 17
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TRAVELodge
SAN BERNARDINO
1280 RIOCH E ST.
SAN BERNARDINO, CA 92408

A & J GLOBAL TRAINING
12530 CABALLERO CT.
VICTORVILLE, CA 92392

A WARM AFTERNOON
12485 LILY CT.
RANCHO CUCAMONGA, CA 91739

ABY'S FASHION
10960 E SIERRA AVE.
STE. C
FONTANA, CA 92337

ADVANCED SUPPLEMENTAL THERAPIES
13991 YORBA AVE.
ALTA LOMA, CA 91730

AFFILIATED MORTGAGE SERVICES
7416 ARCHBALD AVE.
STE. 100
ALTA LOMA, CA 91701

ALEX'S SONG LASSES
9731 SIERRA AVE.
STE. C12
FONTANA, CA 92335

JB PERFORMANCE
13563 BRANT DR.
RANCHO CUCAMONGA, CA 92335

MOMMY PLAYDATES
2505 W. FOOTHILL
STE. 146
SAN BERNARDINO, CA 92410

NEWMA N LAW GROUP
10303 Foothill Blvd.
STE. 300
RANCHO CUCAMONGA, CA 91730

NEWPORT TRUCK SALES
611 E. BARKER BLVD
BRI BEAR CITY, CA 92314

NIGHTINGALE'S CAREGIVERS
929 E. FOOTHILL BLVD.
STE. 78.
UPLAND, CA 91786

ORASI PRODUCTIONS
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COTTON, CA 92324

ORIENTAL ENTERPRISE
73444 29 PALMS HIGHWAY
29 PALMS. CA 92277

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YUCAIPA, CA 92399

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1616 E. WASHINGTON ST.
COTTON, CA 92324

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16547 NAVADO RD.
APPLE VALLEY, CA 92307

POPEY'S SMOKESHOP
13738 BEAVER VALLEY RD.
STE. E1
VICTORVILLE, CA 92392

RAY'S LIQUOR
12386 FOOTHILL BLVD.
RANCHO CUCAMONGA, CA 91730

RED'S HAULING
12279 FREMONT ST.
YUCAIPA, CA 92399

REIT JOURNEY
527 CLARK ST.
UPLAND, CA 91784

SALAZAR SERVICES
128 EAST G ST.
COTTON, CA 92324

SIGNED CONCIERGE/ERAND SERVICES
280 FOREST CIR.
CUMMINGS, RUSSELL
35489 EL DIAMANTE DR.
WILDOMAR, CA 92595

TOOTH FAIRY DENTAL
OFFICE OF SOPHIE
MID
10660 VAN BURN BLVD
STE. 111
RIVERSIDE, CA 92508

TANG, SOPHEAP
1522 SILVERWOOD CIR.
CORONA, CA 92882

JOCK BURCH
35499 E. DIAMANTE DR.
WILDOMAR, CA 92595

CUMMINGS, GAIL
35499 E. DIAMANTE DR.
WILDOMAR, CA 92595

JOCK BURCH
35499 E. DIAMANTE DR.
WILDOMAR, CA 92595

CUMMINGS, RUSSELL
35499 E. DIAMANTE DR.
WILDOMAR, CA 92595

SETTLEMENT SOURCE
144 E. EMERSON
STE. A
ORANGE, CA 92865

KEY ASSET SOLUTIONS, INC.
144 E. EMERSON
STE. A
ORANGE, CA 92865

MAACO COLLISION REPAIR AND AUTO PAINTING
3600 WENTWORTH DR.
HEMET, CA 92545

CAL-SMITH, INC.
47990 HIGHLAND 311
AGUADILLA, CA 92228

WATSON TAX & FINANCIAL SERVICE
1109 PROSPERITY LN.
MORENO VALLEY, CA 92557

EUFARE, INC.
11807 PROSPERITY LN.
MORENO VALLEY, CA 92557

JG & ASSOCIATES
2442 SAGE CREST CIR.
MURRIETA, CA 92562

GINIB, JASON ROBERT
2442 SAGE CREST CIR.
MURRIETA, CA 92562

DINAMIC CONSULTING
40020 CALLE BANDIDO
MURRIETA, CA 92562

AYUR OSCAR
40020 CALLE BANDIDO
MURRIETA, CA 92562

TRI-TAX CORONA 109
80 W. GRAND BLVD.
CORONA, CA 92802

CARMONA, BERTHA
1900 ELLIS PARK TRL.
CORONA, CA 92809

CORONA TAX SERVICES
80 W. GRAND BLVD.
CORONA, CA 92802

SANDOWL OSCAR
13345 LILYROSE ST.
CORONA, CA 92880

DREAM DINNERS TEMECULA
31757 TEMECULA PARKWAY
STE. E
TEMECULA, CA 92592

MINIKAT LLC
31757 TEMECULA PARKWAY
STE. E
TEMECULA, CA 92592

ROY'S LIQUOR
22594 ALESSANDRO BLVD.
MORENO VALLEY, CA 92553

SEDER, MITANOS
26647 OPAL ST.
MORENO VALLEY, CA 92894

GEORGES
38010 ELM ST.
RANCHO CUCAMONGA, CA 91701

NICHOLAS LUCE
41359 TEMECULA AVE.
BEAVER CREEK, CA 92553

LUC S, NICHOLAS GORDON
244 FINLEY AVE.
BEAVER CREEK, CA 92553

QUALITY 2 MODIFY
4035 ALDER CT.
RIVERSIDE, CA 92503

BROWN, CURTIS EUGENE
4395 ALDER CT.
RIVERSIDE, CA 92503

CUSTOM ROCKS
4395 ALDER CT.
RIVERSIDE, CA 92503

BROWN, MICHELLE CREYENNE
4395 ALDER CT.
RIVERSIDE, CA 92503

L & R HANDYMAN SERVICES
41224 MCDOWELL ST.
HEMET, CA 92544

BOYLE, LISA HELENE
41224 MCDOWELL ST.
HEMET, CA 92544
Vacations in Mexico? Now?
By Brian Hoerning

The weather in Los Angeles was typical for March; one day cold and the next day hot. Not so south of the border, in Mexico. We boarded our flight at LAX, and two and a half hours later, a warm tropical breeze greeted us as we exited the airport for our vacation destination in Puerto Vallarta, Mexico.

My wife and I took our first vacation in Mexico in 1983 and have continued to go back every few years. Most all of our trips have been time-share trades. In previous stays in Puerto Vallarta we’ve stayed at the Westin, Villas Vallarta, The Sheraton Buganvillas and the Mayan Palace—this would be our third trip to one of the Mayan property resorts.

We took a taxi directly from the airport for a short ride to The Grand Mayan Resort in Nuevo Vallarta. Because of all the drug-related violence occurring in Mexico, we were somewhat apprehensive about taking this trip in the first place. We had last visited Puerto Vallarta in 2008 and were cautious even then. We stayed at the Sheraton Buganvillas, which is located close to downtown. We were told by many Americans we met that no significant crime was taking place, and we found this to be true. However, since 2008, the crime situation in Mexico has gotten worse, so we had decided we would spend most of our time at the resort itself.

The Mayan resorts in Nuevo Vallarta sit on a self-contained, very private gated and guarded piece of property that includes an 18-hole golf course and a half mile of private beach. They have continued to evolve this property from the original Mayan Palace to now include the Mayan Sea Garden, The Grand Mayan, The Grand Bliss and The Grand Luxxe.

Our unit in The Grand Mayan was a spacious one bedroom suite on the third floor overlooking acres of pools, gardens and the Pacific Ocean. Our unit had a full kitchen, dining area, living area, full spa bathtub in the bedroom, walk-in shower and a double-sunked bathroom. It opened up to a large balcony with its own private “plunge pool” and two fully reclining beach chairs; a perfect place to sit with a book, a glass of wine and watch the sunset.

We did venture out to the local Wal-Mart via cab to buy groceries—you were able to cook and eat all your meals in the unit—however, we just bought breakfast goods, bottled water (not a necessity) and snacks. After eating our breakfast in our suite, we ate our other meals at the restaurants located at the resort. The resort property has 11 restaurants to choose from and offers a wide variety of cuisines that included Mexican, Italian, Asian, Mediterranean, and Caribbean. The food selections were great and reasonably priced—drinks on the other hand were overpriced.

We were content to take our daily beach stroll, sit at one of the many pools, read books, take naps and relax. Oh, and did I mention the “Lazy River?” On the property of the Grand Mayan and surrounding the huge pools was an artificial river with an artificial current and some small rapids that allowed you to sit in a big comfortable inner tube and gently float around for as long as you wish—to add to my relaxing vacation, I took several laps each day.

Those with children or grandkids would find this resort especially delightful in that there are wave pools for swimmers and wading pools for the little ones.

The crime situation has hurt these wonderful resorts; however, if you have a time-share, trading is fairly easy besides being of great value. You can also book rooms and suites as you would a hotel—I went online and found suites at The Grand Mayan for as low as $140 per night.

A word of caution—be prepared for humidity year-round in Puerto Vallarta. Weather is very tolerable from mid-February until mid-May, and unbearable most other times of the year.

Last thought—the Internet provides immediate updates on the safety issues you may face when traveling—especially helpful is a government State Department site at www.travel.state.gov. I suggest registering on this site before taking your next vacation. While our trip was trouble free, there is, of course, no guarantee it will be the same in the future. Hopefully Mexico will get its crime issues under control, and Americans will again feel safe and be able to enjoy the beauty of the area and its friendly people.
INLAND EMPIRE People and Events

Combustion Associates, Inc. (CAI) Receives Presidential “E” Award for Exports

CAI was awarded the Presidential “E” Award for Exports by U.S. Department of Commerce Secretary Gary Locke at the department’s headquarters in Washington, D.C. The “E” Awards are the highest recognition any U.S. entity may receive for making a significant contribution to the expansion of U.S. exports.

“Exporting continues to be the foundation of our sales growth, and we are honored to receive the “E” Award,” said Mukund Kavia, CAI’s president and CEO. “When we first began exporting in 1995, export sales accounted for 10 percent of our total sales. Over the past four years, export sales grew to nearly 90 percent of our total sales, enabling us to sustain and create jobs as well as move our operations to a brand new larger facility.

CAI, located in Corona, is a manufacturer and systems integrator of modular electric power plants. The CAI Spirit 1, 3, 5 and 10 Mega Watt line of gas turbine generators are designed for scalability, easy to transport and install, saving construction time and costs. These units have multiple fuel options, including green fuels for added environmental benefit. CAI power plants come in simple, combined heat and power as well as cogeneration cycles for added fuel efficiency. CAI power plants are used by public and private sectors globally where there is a need for reliable, continuous 24/7 electric power either connected to the national grid or distributed generation.

CAI has demonstrated a consistent growth in exports of United States products, and growth in job creation and quality of life in the countries it does business with. CAI credits part of its success to working proactively with the U.S. Commercial Services Ontario office and proven four-year track record for reaching international markets. The company has implemented its single mission of providing outstanding custom-engineered solutions and building long-term relationships.

“Exports are a key driver of America’s economic recovery,” said Secretary of Commerce Gary Locke. “President Obama’s National Export Initiative (NEI), which aims to double U.S. exports by 2015 in support of several million American jobs, is a robust, forward-looking trade agenda with an emphasis on domestic job growth. CAI is being honored for making significant contributions toward fulfilling that agenda.

“I congratulate you on your significant export achievement. It is businesses like yours that will help us meet or exceed the President’s NEI goals. Your firm provides an example we hope more American companies will follow,” Locke added.

A business client of the Department’s U.S. Commercial Service, CAI has benefited from export counseling, trade shows, market research, and business matchmaking to greatly expand its export sales. While Africa represents a significant portion of the company’s foreign market sales, the firm does business in several other regions of the world as well. CAI demonstrated a substantial increase in the volume of exports over a four-year period, a major criteria for the award.

U.S. companies are nominated for the “E” Awards through the U.S. Commercial Service office network in 108 U.S. cities and more than 75 countries which helps U.S. companies export. Criteria for the award is based on four years of successive export growth, usually accompanied by a rising percentage of export sales within total sales. An applicant’s demonstration of an innovative international marketing plan that led to the increase in exports is a significant factor in making the award.

All nominations are reviewed by the “E” Award Committee, which is chaired by the Department of Commerce, and includes representatives from ExIm Bank, and the Departments of Labor, State, and Transportation.

President Kennedy revived the World War II “E” symbol of excellence to honor and provide recognition to America’s exporters. Thus, the “E” Award Program was established by Executive Order 10978 on Dec. 5, 1961. A total of 27 U.S. companies were presented with the “E” Award at the May 16, 2011 World Trade Week ceremonies in Washington, D.C.

UFC GYM celebrated its grand opening with a ribbon cutting held on May 14th. The Corona facility will also house 4,330-square-foot of space dedicated specifically to kids, bringing families together in a fun atmosphere. Under this platform, parents can get an ultimate workout experience, knowing that their children are getting great exercise, learning the importance of health and nutrition and developing invaluable character building skills. With a wide range of activities for youth, from MMA classes, to birthday parties, UFC Gym makes health and fitness fun for the whole family.

For more information about the Corona UFC GYM visit www.ufcgym.com or call (951) 808-3850.