April 2012

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Wall Street greed fueling high gas prices
By Senator Bernie Sanders

Gas prices approaching over $4 a gallon on average are causing severe economic pain for millions of Americans. Pump prices spiked 5% in the past month alone.

What’s the cause? Forget what you may have read about the laws of supply and demand. Oil and gas prices have almost nothing to do with economic fundamentals. According to the Energy Information Administration, the supply of oil and gasoline is higher today than it was three years ago, when the national average for a gallon of gasoline was just $1.90. Meanwhile, the demand for oil in the U.S. is at its lowest level since April of 1997.

Is Big Oil to blame? Sure. Partly. Big oil companies have been gouging consumers for years. They have made almost $1 trillion in profits over the past decade, in part thanks to ridiculous federal subsidies and tax loopholes. I have proposed legislation to end those pointless giveaways to some of the biggest and most profitable corporations in the history of the world.

U.S. Senator Bernie Sanders

Secrets of a Succession War
By FT Reporters

The following story is printed with permission and is unedited.

In his metallic blue shoes, pink polo shirt and battered baseball cap pulled down over his receding hairline, Li Jun looks more like an ordinary middle-aged Chinese tourist than an international fugitive.

In fact, he is a former billionaire property developer from the southwestern city of Chongqing who fled China after he was arrested, tortured and had his assets seized in the most sweeping crackdown on “organised crime” in the country’s recent history.

After more than a year on the run, Mr Li has decided to tell his story following a stunning turn of events that has cast doubt over the political fate of the man who launched that crackdown – Bo Xilai, Chongqing’s Communist party secretary.

As China’s most senior leaders

Seasonally Adjusted Regional Employment Statistics for the Inland Empire MSA from Beacon Economics

<table>
<thead>
<tr>
<th>Labor Force: 1,802,764</th>
<th>Change from January: -5,205</th>
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<tr>
<td>Unemployment: 219,447</td>
<td>Change from January: -1,057</td>
</tr>
<tr>
<td>Unemployment Rate: 12.2%</td>
<td>Change from January: 0.0%</td>
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<tr>
<td>Nonfarm Employment: 1,143,500</td>
<td>Change from January: -4,700</td>
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SBA Announces New Partnership to Connect Small Businesses with Corporate Supply Chains

A new private-public collaboration will help small businesses strengthen their revenue streams by gaining access to more than $300 billion in combined supply chain spending by a consortium of 15 of America’s largest corporations, the U.S. Small Business Administration announced last month.

Supplier Connection, created by the IBM Foundation, is part of the Obama Administration’s American Supplier Initiative and is designed to help bridge the gap between small, nimble businesses looking for new opportunities and large corporations looking for innovative new ideas and diversity in their supply chains.

“The American Supplier Initiative is part of a comprehensive solution to grow small businesses, create jobs and to ensure that America has a strong, deep and diverse supply chain,” said SBA Administrator Karen Mills. “While it is clear that becoming a corporate supplier can lead to business growth, breaking in can be a challenge for small businesses. The Supplier Connection will be one tool to help small businesses connect with corporate buyers. Tools like this help to ensure that more small businesses are part of commercial supply chains, which adds additional revenue streams. This is a proven formula for job creation.”

Mills sent letters about Supplier Connection, a new tool to help small businesses access private sector supply chains, to more than 50,000 small businesses that currently participate in small business federal procurement programs. Studies have shown that small businesses that are part of large corporations’ supply chains experience increased revenues and employment. SBA is committed to helping small businesses identify new tools and resources to become part of these supply chains.

Supplier Connection is a free, online portal created by the IBM Foundation that allows small businesses to send information about their products and services to 15 large private sector companies. The 15 companies participating in Supplier Connection are: AMD, AT&T, Bank of America, Caterpillar, Citi Group, Dell, Facebook, IBM, JP Morgan Chase, John Deere, Kellogg’s, Office Depot, Pitzer, UPS and Wells Fargo. Together, these 15 companies have a combined purchasing power of $300 billion and now they will have full access to the profiles of small businesses that

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Hire Fast, Fire Faster  If you have ever made a bad hiring decision, don’t worry you are in good company. All leaders and managers select bad hires even if they don’t know it. The difference is, really great leaders recognize their mistake and fire faster.  .................  9

Grow Your Own Talent: Hire for Attitude, Train for Skills  Greg Crabtree believes that companies should grow their own talent instead of hiring an employee who can only handle part of the job. Training your staff to grow into new jobs reduces labor costs. Instead of passing on the labor costs to clients, it keeps services more affordable and profitable.  ......................  10

Question Your Way to a Job Offer: Ten Power Questions YOU Should Ask to Distinguish Yourself During a Job Interview  Got a job interview coming up? If you haven’t brushed up on the questions you want to ask the interviewer, you’re missing a key part of your preparation—the part that may win you the job.  ...............  27

<i>Quotations on Women</i>

The first time Adam had a chance, he laid the blame on women.  
<i>Nancy Astor</i>

Behind almost every woman you ever heard of stands a man who let her down.  
<i>Naomi Bliven</i>

The trouble with some women is that they get all excited about nothing—and then marry him.  
<i>Cher</i>

The hardest years in a woman’s life are those between 10 and 70.  
<i>Helen Hayes</i> (at 83)

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Wall Street...

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But there’s another reason for the wild rise in gas prices. The culprit is Wall Street. Speculators are raking in profits by gambling in the loosely regulated commodity markets for gas and oil.

A decade ago, speculators controlled only about 30% of the oil futures market. Today, Wall Street speculators control nearly 80% of this market. Many of those people buying and selling oil in the commodity markets will never use a drop of this oil. They are not airlines or trucking companies who will use the fuel in the future. The only function of the speculators in this process is to make as much money as they can, as quickly as they can.

I’ve seen the raw documents that prove the role of speculators. Commodity Futures Trading Commission records showed that in the summer of 2008, when gas prices spiked to more than $4 a gallon, speculators overwhelmingly controlled the crude oil futures market. The commission, which supposedly represents the interests of the American people, had kept the information hidden from the public for nearly three years. That alone is an outrage.

The American people had a right to know exactly who caused gas prices to skyrocket in 2008 and who is causing them to spike today. Even those inside the oil industry have admitted that speculation is driving up the price of a barrel of oil by as much as 40%. The general counsel of Delta Airlines, Ben Hirst, and the experts at Goldman Sachs also said excessive speculation is causing oil prices to spike by up to 40%. Even Saudi Arabia, the largest exporter of oil in the world, told the Bush administration back in 2008, during the last major spike in oil prices, that speculation was driving up the price of a barrel of oil.

Just a few weeks ago, Commissioner Bart Chilton, one of the only Commodity Futures Trading Commission members looking out of oil and responsible for regulating commodity markets, told a Senate hearing last year that speculation was driving up the price of a barrel of oil by as much as 40%. The general counsel of Delta Airlines, Ben Hirst, and the experts at Goldman Sachs also said excessive speculation is causing oil prices to spike by up to 40%. Even Saudi Arabia, the largest exporter of oil in the world, told the Bush administration back in 2008, during the last major spike in oil prices, that speculation was driving up the price of a barrel of oil.

So as speculators gamble, mil-

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HEALTH CARE
What the Health Reform Law Does for Medicare
By David Sayen

We hear a lot of back and forth these days about the Affordable Care Act – aka the federal health reform law – but not much about how it affects people with Medicare.

When you sort through all the rhetoric, one thing is clear: the 2-year-old reform law contains some real benefits for those who get their coverage through Medicare.

Take the so-called “donut hole” in the Medicare prescription drug program, Part D. The donut hole is a gap where you don’t have coverage even though you’re still paying premiums. After you’ve paid a certain amount out of pocket, your coverage resumes. Congress intended the hole to hold down costs in the drug program, the biggest expansion of Medicare benefits in many years.

Under the Affordable Care Act (ACA), the hole is being gradually closed until it completely disappears in 2020. This year, the law gives people with Medicare a 50-percent discount on covered brand-name drugs in the donut hole, and a 14-percent discount on covered generics.

In 2011, more than 319,000 Medicare beneficiaries in California saved a total of $171 million in the donut hole. That’s an average savings of $538 per person. The ACA also helps people with Medicare by eliminating coinsurance and deductibles on vital preventive health services. Such services can help keep people healthy and detect disease in its earliest, most treatable stages.

As a result, Medicare now offers a long list of preventive health services with no out-of-pocket costs, including screenings for cancer, diabetes, cardiovascular disease, osteoporosis, and shots for flu and pneumonia. The health reform law also adds new preventive screenings and counseling for obesity, alcohol abuse, and depression. More than 2 million Californians with Medicare received at least one Medicare-covered preventive health benefit in 2011.

The health reform law also creates another important benefit for people with Medicare: annual wellness visits. If you’ve had Medicare Part B for longer than 12 months, you can get a yearly wellness visit with your doctor to develop or update a personalized plan to prevent illness based on your current health and risk factors. (The annual wellness visit is in addition to the one-time “Welcome to Medicare” preventive visit when you first enroll in Medicare.)

More than 165,000 Californians with Medicare took advantage of a wellness visit last year.

Because of financial incentives in the ACA, seniors also can expect to see better quality in their Medicare Advantage health plans. Such plans are operated by private insurers and generally require you to stay within a network of physicians and other providers or face higher out-of-pocket expenses.

Medicare Advantage plans that receive quality ratings of three stars or more under our Five-Star Rating System will get bonus payments. We believe the bonuses will motivate other plans to improve their quality as well.
INDUSTRIAL CONSTRUCTION BRINGS NEW OPPORTUNITIES

By Walt Chenoweth, Executive Vice President, Voit Real Estate Services

The Inland Empire industrial market has demonstrated steady improvement over the past two years. Vacancy and availability continue to descend steadily, resulting in an overall tightening of the market, and lease rates have stabilized. In addition, new construction in the region has opened up new opportunities for the market to thrive.

Classic Supply vs. Demand Drives Construction

Big-box industrial properties over 500,000 square feet in the Inland Empire market were fully leased up over a year ago, and demand for large product has continued to grow. With little existing inventory available for lease in the market, the Inland Empire quickly became one of the few markets in the U.S. with new industrial product under construction.

Developers and investors have reacted quickly, beginning a wave of speculative development. By the end of 2011’s fourth quarter, more than five million square feet of new construction was underway, and several large industrial buildings are now within 60 days of completion.

Voit Real Estate Services is handling the leasing of Terra Francesco, one of the nearly complete projects, a 414,000-square-foot, state-of-the-art industrial warehouse being built in Ontario by Prologis. In addition, Carson Companies is nearing completion of a 397,000-square-foot industrial building in Chino, while TA Realty Advisors and First Industrial are both developing buildings in the 700,000 square-foot range in the Perris and Moreno Valley markets.

Other companies have completed development and are working to build more. Watson Land Company, for example, recently completed construction on a 616,000-square-foot property in Redlands which is already fully leased, and the company is now breaking ground on a 554,000-square-foot building next door.

As long as demand remains high, these new projects will provide much-needed space to businesses in the Inland Empire.

Pre-Committing Returns

As the market improves, investors continue to target the Inland Empire industrial market. This market is a good bet for a strong return. The caveat is that because there are few buildings available for sale in the region, there is a trend of pre-committing buildings. This is a trend that was seen before the most recent real estate bubble, and is based solely on projections, as it involves acquiring buildings continued on page 22
Wine Market Bubbling... Even Non-Bubbly!!!

Since the Hong Kong Government scrapped wine duties four years ago, wine trade has flourished. The move made Hong Kong the first free wine port among the major economies—a title it retains today with stunning success.

Hong Kong is also the only place that has an agreement with the Chinese mainland, allowing traders to quickly export wine into the mainland, tariff-free. These advantages make the city an unrivalled gateway to the world’s fastest-growing wine market, attracting industry players from around the world to launch or expand their business in Hong Kong.

UK auction house Spink is among the more recent arrivals. Established in 1666, the company best known for its auctions of rare coins, stamps, medals and banknotes entered the fine wine trade through the acquisition last year of Hong Kong-based Oeno China, founded by local businesswoman Anna Lee.

“We feel very strongly that this acquisition in Hong Kong is a natural step forward in global expansion for the company,” said Olivier Stocker, chairman and CEO at Spink.

“We’ve been looking for some time to find the right partner to open an office in this area, and feel we have finally found the perfect fit with Anna Lee,” he said, noting that the acquisition would enable Spink to “hit the ground running.” Its first fine wine auction, held earlier this month, featured 380 lots of exceptional wines from around the world.

“Hong Kong is the largest wine auction market in the world, and after two decades of collectables auctions in Hong Kong and Singapore, we realized that our most passionate wine collectors were in Hong Kong and the region,” Stocker said.

Hong Kong will also serve as the company’s springboard into the Chinese mainland, he added. continued on page 37

Is the Fire Tax Unconstitutional?

Recent issues of Budget Fact Check have examined whether the governor’s proposed tax increase would benefit priorities like education and higher education.

This issue of Budget Fact Check spotlights state budget funding for one of government’s most important responsibilities—fire protection.

The newly-enacted $150 fire tax will be imposed on residents living in State Responsibility Areas to fund CalFire. Its adoption has been a controversial move both politically and legally. The outcome of the political debate and expected legal challenges could significantly impact the 2012-13 budget.

Consider that:
• Assembly Bill 29x requires homeowners in State Responsibility Areas to pay a fire tax of $150 annually, but they do not receive any additional fire protection.
• The fire tax violates Proposition 26, which requires any new fee or tax that broadly benefits the public to pass by a two-thirds vote of the Legislature. Assembly Bill 29x passed with only a majority vote.
• The 2011-12 Budget Act includes $50 million in new fire tax expenditures and the governor proposes $48 million for 2012-13. During the same period, General Fund baseline expenditures have been reduced by $191 million, requiring reductions in engine and dozer crews, Tahoe basin staffing and air attack capabilities. Any revenue collected from the fire tax is not meant to backfill these reductions.
• The governor’s reliance on up to $88 million from the illegal tax could create an additional hole in the 2012-13 budget. For example, the Board of Equalization recently estimated fire tax revenues could be $67 million. This uncertainty will put additional pressure on next year’s budget. The state has already borrowed $50 million from the General Fund in 2011-12 to make up for uncollected fire taxes.

New $150 Fire Tax Enacted in 2011-12 Majority Vote Budget

Last year, the Legislature enacted as part of the 2011-12 majority vote budget plan a new “fire tax” on residents who live in State Responsibility Areas. (Assembly Bill 29x, Chapter 8, 1st Extraordinary Statutes of 2011)

Across California, there are approximately 31 million acres of land in State Responsibility Areas, which encompass primarily rural and sparsely populated regions of the state. It is estimated that the owners of approximately 800,000 homes will have to pay this new fire tax going forward.

As enacted by the Legislature, the fire tax was capped at a maximum of $150 per structure. In November, the Board of Forestry imposed a revised fire tax of $150 per habitable structure within a State Responsibility Area. Property owners will receive a $35 discount if the
DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL
STOCK CHART

THE GAINERS
Top five, by percentage

Company | Current Close | Reg. of Month | Point Change | % Change
--- | --- | --- | --- | ---
Hot Topic Inc. (H) | 10.14 | 8.92 | 1.22 | 13.7%
CVB Financial Corp. (H) | 11.82 | 10.77 | 1.05 | 9.7%
Watson Pharmaceuticals, Inc. | 63.69 | 60.39 | 3.37 | 5.5%
Outdoor Channel Holdings, Inc. | 7.60 | 7.05 | 0.55 | 7.8%
Monster Beverage Corporation (H) | 60.40 | 57.18 | 3.22 | 5.6%

THE LOSERS
Top five, by percentage

Company | Current Close | Reg. of Month | Point Change | % Change
--- | --- | --- | --- | ---
American States Water Company (H) | 36.28 | 36.86 | -0.58 | -1.6%
Provident Financial Holdings Inc. (H) | 10.38 | 10.31 | 0.07 | 0.7%
Kaiser Federal Financial Corp. (H) | 13.85 | 13.51 | 0.34 | 2.5%
Physicians Formula Holdings Inc. | 3.03 | 2.90 | 0.13 | 4.5%
Monster Beverage Corporation (H) | 60.40 | 57.18 | 3.22 | 5.6%

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

Problems in China Continue (also see page 1)

Police chief’s asylum plea

Flight of a Former Loyal Lieutenant

As recently as a month ago, Wang Lijun, referred to behind his back in Chongqing as “Robocop” or “Crazy Wang,” appeared to be a loyal lieutenant to Bo Xilai, serving without question and doing the dirty work of the Communist party boss in the western Chinese metropolis.

But China’s normally opaque political machinations were thrown into the open on Feb. 6 when Mr Wang arrived at the US consulate in Chengdu, 300km from Chongqing, and requested asylum, claiming his former boss was trying to kill him.

He eventually left “of his own volition” in the company of a vice-minister of state security and was flown to Beijing where he is currently under investigation, according to a government statement on Friday.

Until Mr Wang’s appearance in Chengdu, he and Mr Bo had been seen as an inseparable political team— the “princeling” son of Bo Yibo, a former vice-premier and veteran of the revolutionary Long March, and the ethnic Mongolian police chief with a penchant for guns and fast cars. The betrayal appears to have been prompted by an investigation not into the brutal “smash black” anti-mafia campaign Mr Wang oversaw in Chongqing but into his earlier role in north-east China. There he served as a city police chief under Mr Bo, who was in charge of Liaoning province.

People close to China’s leadership say the investigation into Mr Wang, who carries out autopsies in his spare time and claims to have invented a technique to carry out more efficient organ transplants from executed prisoners, was actually a veiled attack on Mr Bo by his political enemies.

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Are You Committing the Seven Deadly Sins of Business Transformation?

Clue #1 that the answer is yes: workplace full of people who struggle to get through the day. “Cause evangelist” Mohan Nair says to light a fire under them—and to survive in a world where markets are transforming rapidly—your company itself must transform. That means avoiding some common (and often deadly) sins.

Every day millions of Americans arrive at work filled with low-level dread and resignation. Since the recession hit (or perhaps before), they’ve been overloaded, overstressed, and overwhelmed. The typical workday is a marathon of rushing from one task after another, with few breaks between these bursts of effort, and even fewer words of thanks from equally frantic managers and coworkers. By the time they drag themselves to the finish line at 5:00 (or 6 or 7 or even later), they’re completely drained and wondering how they’ll ever do it all again tomorrow.

Yes, says Mohan Nair, too many employees these days are running on empty—and no matter how great their work ethic or their fear of unemployment, at some point the pace becomes unsustainable.

“The problem is not that employees don’t want to work hard,” says Nair, author of “Strategic Business Transformation: The 7 Deadly Sins to Overcome.” “It’s that they have nothing to believe in. When people are motivated by a cause, they’ll work without stopping and without loss of energy. Their dedication to the cause will fuel them. The problem is too many companies aren’t animated by a cause at all—and their employees just live for the end of the day and for Friday.”

You might call Nair a “cause evangelist.” He is a fervent believer in the power of, well, believing in something. He insists that if your company isn’t giving employees a cause—if the organization exists solely to create revenue, in other words—they won’t be partners. They’ll be foot soldiers. And when you fail to meet your employees’ needs, they’ll fail to meet yours.

Giving employees a “power source”—which Nair defines as servant leadership, cause-focused strategies, and authenticity—is a crucial part of the message laid out in “Strategic Business Transformation.” That cause, which bears little resemblance to the corporate-speak mumbo-jumbo in the typical mission statement, should spark enthusiasm in consumers and dedication in employees. It should be an inspiring ideology that is intrinsically linked to the company’s value proposition and competency.

Think Apple. Think Disney. Think Google.

It’s this cause—this ideology—that powers strategic business transformation. And because our world is changing so rapidly, businesses have to transform themselves over and over again in order to keep up or lead markets.

“It used to be that markets reformed every several years with new ideas on what customers are interested in,” notes Nair. “But now markets and customers are transforming because they encounter more unknown unknowns, those changes that they never anticipated and started to notice only after they happened. Companies that want to survive and grow must find the insight to know what their customers value and are willing to pay for continuously.

“Winning companies transform themselves in order to transform the customers they serve,” he adds. “They don’t manipulate markets nor do they just add another feature or capability to their arsenal. In fact, they don’t think of their capabilities as arsenals because they don’t see battles; they see opportunities to transform, not destroy.”

If you’re ready to transform into an innovative, cause-driven, employee-and-customer-inspiring organization, Nair says there are seven sins waiting to trip you up:

Sin #1: Ignoring the new principles of business transformation. Many companies that fail focus on the outward manipulation of markets and customers driven from the “ego” of the organization. Unfortunately for them, today’s markets are sensitive to purposeless wealth creation. No amount of end-of-the-year donations to needy organizations can make up for a lack of purpose and value. Mission and money must go hand in hand.

“If you think of making money without thinking of the greater contributions to society, you will neither attract the right people nor make money in the long run,” says Nair. “This is because people themselves are changing. Finding meaning at work powers the twenty-first century employee population. This population knows insincerity from truth, so leaders cannot ‘fake it.’ They have to be able to feel the plights of customers and people in our society. The fuel that drives our new economy fills the containers that bring purpose to profits.”

Sin #2: Driving without a cause. Most companies have mission statements—as well as vision statements, value statements, and other official websites/employee handbook fodder. Yet many employees don’t believe in them and never use them. What they need is a cause, and that’s altogether different. Once organizations know why they exist, to whom they want transformation to happen and why, they gain the audacity and authenticity to drive strategic business transformation.

“Don’t confuse ‘cause’ with ‘mission,’” says Nair. “A cause is a lasting thing, an architecture that supports the transformation of the greater environment. It has personal, rather than organizational, implications. Missions are given to groups marching in lockstep; causes are taken up by creative individuals. A mission is a bounded, purposeful action. Missions impose the will of managers on employees, whereas causes are grounded in the latent, unexpressed will of the overall organization.”

Discovering a cause greater than any one employee and greater than the whole propels organizations beyond the speed of lofty, purposeless, or narcissistic goals, adds Nair. In his book he cites Whole Foods as an example of a cause-driven company. He refers to a quote by Cofounder and Co-CEO John Mackey in Harvard Business Review: “I think Whole Foods’ highest purpose is a heroic one: to try to change and improve our world. That is what animates me personally. That is what animates the company.”

Sin #3: Missing market momentum. Traditionally, products seek customers, customers form markets, and markets move with momentum. In transformation principle, momentum is identified before anything else, customers and prospects respond to momentum—continued on page 13
Hire Fast, Fire Faster
Keep the right players on your team
By Nathan Jamail

There is an old but true saying, “the best candidate doesn’t always get the job.” If you have ever made a bad hiring decision, don’t worry you are in good company. All leaders and managers select bad hires even if they don’t know it. The difference is, really great leaders recognize their mistake and fire faster. All hiring managers are sure to make bad hiring decisions, because they made a decision based on situational questions, content on a resume and mostly by their emotions or more notably referred to as “their gut feeling.” Selecting a bad hire is understandable; but accepting it and not doing anything about it will cost an organization greatly.

There are several beliefs and opinions on how to hire the right person or how to properly identify the best candidates—and they range from interviewing skills, to aptitude tests, as well as situational scenarios. However, at the end of the day nothing can truly ensure success. There are, however, three things a leader can do to help ensure they have the right people on their team.

Interview before you have an opening
Build your bench. This means managers should not wait to hire until they have an opening, rather, they should prepare for an opening. Many bad hiring decisions are made because of the urgent need for a person to fill an open spot and they don’t have the time to properly interview candidates to ensure the best candidate is chosen. Building the bench is also a great way to allow a leader to hold their current employees accountable to high achievement. Much like in sports where professional athletes must perform every year to keep their jobs (in some cases everyday), due to draft day coming every year and the fact that there are many players looking to get that job.

In business we should hold ourselves to the same standard. A leader owes it to the entire team to always be looking to add higher caliber employees to their teams and employees should expect it. This is not a loyalty issue; loyalty should not be based on tenure, it should be based on contribution. Everybody wants to be a part of a winning team and leaders of great teams recruit to hire better people, not to replace those that left.

Action item: Regardless of your budget restraints, actual open head count or current success; conduct one interview per month for the rest of 2012 and let your team know you are.

Don’t hire a victim
No skill or experience can outweigh the bad effects of a victim. No matter the track record, years of experience or how well the interview went, under no circumstances should a leader who desires to build top teams and hold their people accountable hire a person with ‘victim disease.’ A person with ‘victim disease’ believes it is always someone else’s fault when they fail or run into obstacles. They often believe they work harder than everybody else and that their former managers and/or co-workers did things wrong. Keep in mind, this means that most likely their future manager and/or co-worker will do everything wrong as well. This person never takes personal responsibility for failures or when they do, they have an excuse that points to something or someone else. Most importantly, a person with ‘victim disease’ rarely knows they have it.

Leaders need to ask questions during an interview or conversation to find it. There are many such questions out there, but here are a couple of them:

“Have you ever been part of a project that failed but it wasn’t your fault?”
“Tell me about your least favorite and then favorite supervisor.”
“Why were they your favorite or least favorite?”

There is no one answer that will tell the hiring manager that the applicant is a victim, but the feeling and energy they give while answering the questions usually will tell the interviewer. Side note: a person with ‘victim disease’ gets passed over when they don’t get a job or promotion they wanted, but a person without victim disease understands that at that time a different person was chosen because the hiring manager felt the other person was a better fit and they are working toward becoming the right fit as well and can tell you what specifically they are working on.

Action item: Prior to interviewing, know the attributes and skills you are looking to hire and more importantly what attributes you are looking to avoid.

Fire faster: The only thing worse than a bad hire is keeping one
As stated, all leaders make bad hiring decisions. The key to not letting it destroy the success in your team is not always in the hiring, but in the firing. This does not mean to throw new hires to the wolves and see if they can survive, rather to give new hires the tools necessary to succeed and hold them accountable to the right attitude and activities. Many companies have probationary periods where the applicant can be terminated without all of red HR tape. Regardless if there is a probationary period or not, it is the leader’s job to work within the rules and laws to make sure all bad hires don’t become long-term bad employees.

What is fast? That is up to the leader and organization to decide, but some would say that 30 days is pretty fast. Once a leader indentifies that a new employee is not doing the right activities or does not have the right attitude, they need to address it with the employee immediately. Be sure to ask the employee their perspective and give clear expectations as to what will take in the near future to remain in the organization. Remember a bad hire does not mean they are bad people, sometimes it just means they are not a right fit for the position or organization. Doing the right thing is rarely easy but always right, for all parties.

Action item: Spend time with new employees and pay attention to their activities, attitude and results and take the necessary action.

Final thoughts
Not every hire is the right hire and not every job is the right job, but accepting a bad decision is wrong for everyone involved. A leader does a disservice to the team, the organization and the “bad hire” by not taking immediate action.

About the Author:
Nathan Jamail is president of the Jamail Development Group and author of “The Sales Leaders Playbook.” As a former executive director for
The time for real action is now.

So today, Wall Street once again is laughing all the way to the bank. Once again, federal regulators should move aggressively to end free rein to continue unregulated gambling in the oil markets. The regulators dragged their feet. Finally, after months and months of law-breaking delays, the commission in October adopted a rule. It was a weak version of a proposal that might have put meaningful limits on the number of futures and swaps contracts a single trader could hold. Even the watered-down regulation adopted by the industry-friendly commission was challenged in court. The Financial Markets Association and the International Swaps and Derivatives Association wanted free rein to continue unregulated gambling in the oil markets.

So today, Wall Street... continued from pg. 5

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Secrets of A... continued from pg. 1

gather in Beijing for today’s annual meeting of the rubber-stamp parliament, the country is mesmerised by the fate of Mr Bo, who is also the privileged “princeling” son of a top Communist party leader.

The reversal in his fortunes offers a rare glimpse of infighting among the political elite, while Mr Li’s harrowing tale provides a hint of the direction in which China might go should Mr Bo realise his ambition to lead the world’s most populous nation and second-biggest economy.

Until a month ago, Mr Bo was a frontrunner to join the party’s nine-member politburo standing committee, the country’s highest authority – a promotion that would give him power over every facet of the nation’s policy and the way it deals with the rest of the world. Seven members, including President Hu Jintao and Wen Jiabao, premier, are due to be replaced at the end of this year. But that was before Wang Lijun, Mr Bo’s trusted chief of police, tried to defect to the US in February, offering to divulge his boss’s darkest secrets and claiming his life was at risk after a rift with Mr Bo.

The betrayal was all the more astonishing to the public, which heard about it mostly through the Internet and foreign media reports, because Mr Wang was inextricably linked to Mr Bo’s vaunted “Chongqing model” of governance. A populist mix of communist nostalgia, better public services and a crackdown on what the Chongqing authorities call “organised crime,” the model was widely regarded as a political masterstroke that would ensure Mr Bo’s elevation later this year.

On his and Mr Wang’s orders, the police and military targeted tens of thousands of wealthy businessmen accused of involvement in “organised crime,” extracting confessions that led to hefty prison terms and death sentences for more than a dozen “masterminds.” The anti-mafia campaign, which mostly targeted the wealthy elite, was hugely popular among ordinary people.

Today, both the model and Mr Bo’s chances of making it to the pinnacle of power are in doubt as the party and the public start to question exactly what this experiment entailed.

“One does not have to be a political analyst to understand Bo’s objective: to obtain a seat on the next politburo standing commit- tee,” says Professor Cheng Li, an expert in elite Beijing politics at the Brookings Institution, a Washington think-tank.

From an undisclosed location outside China, Li Jun is more direct: “The Chongqing model is nothing but a new red terror in which Bo Xilai and Wang Lijun trampled on the law and human rights, attacked their political enemies and took whatever they wanted in order to enhance their power.”

Mr Li’s account of his ordeal is supported by extensive documentary evidence, most of which has been authenticated by two Chinese experts who asked not to be named, and Prof Andrew Nathan of Columbia University, a leading sinologist and co-editor of The Tiananmen Papers, a compilation of leaked official documents from that crackdown.

In several extended interviews with the Financial Times, Mr Li has described how he paid little attention in mid-2008 when Mr Bo launched his “sing red and smash black” crusade – a catchy populist campaign combining mass (red) revolutionary singalongs with an attack on (black) “underworld criminal gangs.” In the midst of the financial crisis and a slump in the property market, Mr Li was busy negotiating with the People’s Liberation Army to buy a large plot of military land in Chongqing, which he planned to develop into a luxury residential project he called Shangri-La.

But soon after the sale went through, Mr Li’s district party secretary asked him to hand the land to the government to turn into a park. After rebuffing
AND THE ADDY AWARDS GOES TO — —

On March 9, 2012, at the Mission Inn in Riverside, the American Advertising Federation, the oldest national advertising trade association, conducted the ADDY Awards through its 200 member advertising clubs and 15 districts. Some of the Inland Empire winners are as follows:

- **WebMetro (located in San Dimas)**

  Online direct marketing agency WebMetro took home a total of 14 ADDY awards, including the advertising competition’s top honor “Best of Show.” The 14 advertising awards won by WebMetro include 1 best of show, 2 gold awards, 1 silver award, and 10 bronze awards. The categories for the work recognized are online advertising, radio, multi-media, and out-of-home campaigns.

- **Brand Savants (located in Riverside and San Diego)**

  Brand Savants, Inc. was a winner of 14 ADDY awards. It won a “Best in Show,” seven golds, four silvers, and 2 bronze awards. All of the awards received were for work they did for Riverside Medical Clinic. The Best of Show was for a poster campaign targeting seniors. Brand Savants received the gold awards for various television, radio, multi-media, and out-of-home campaigns.

- **Echo-Factory (located in Rancho Cucamonga)**

  Echo-Factory won Overall Best of Show and five gold ADDY awards. Echo-Factory continued on page 35

### Indian Gaming Facilities

Listed Alphabetically

<table>
<thead>
<tr>
<th>Casino Name</th>
<th>Address</th>
<th># of Employees</th>
<th># of Slot Tables</th>
<th>Year Established</th>
<th>Games</th>
<th>Amenities</th>
<th>Restaurant/Lounge</th>
<th>Hotel Spa</th>
<th>Event Center</th>
<th>Top Local Exec.</th>
<th>Title</th>
<th>Phone/Fax</th>
<th>E-Mail</th>
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<tr>
<td>Agua Caliente Casino</td>
<td>84-245 Indio Springs Pkwy, Indio, CA 92203</td>
<td>1,100</td>
<td>1,957</td>
<td>1980</td>
<td>Slots, Blackjack, Poker, Asian Games, California Craps, Video Roulette</td>
<td>Y</td>
<td>Y</td>
<td>(800) 827-2946/218-5696</td>
<td><a href="http://www.fantasy">www.fantasy</a> springsresort.com</td>
<td></td>
<td></td>
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<tr>
<td>Augustine Casino</td>
<td>1-208 Ave. 54, Coachella, CA 92236</td>
<td>440</td>
<td>800</td>
<td>2002</td>
<td>Blackjack, Single 21, Spanish 21, 3-Card Poker, 4-Card Poker</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
<td><a href="mailto:paulryan@augustinecasino.com">paulryan@augustinecasino.com</a></td>
<td></td>
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<tr>
<td>Caballeros Casino</td>
<td>52702 Highway 371, Anza, CA 92539</td>
<td>120</td>
<td>305</td>
<td>1995</td>
<td>Blackjack, 3-Card Poker</td>
<td>Y</td>
<td>Y</td>
<td>Terry Hughes</td>
<td>General Manager</td>
<td>(951) 763-1200/763-0850</td>
<td><a href="http://www.caballeroscasino.com">www.caballeroscasino.com</a></td>
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</tr>
<tr>
<td>Fantasy Springs Resort Casino</td>
<td>4-249 Indio Springs Pkwy, Indio, CA 92203</td>
<td>1,100</td>
<td>1,957</td>
<td>1980</td>
<td>Slots, Blackjack, Poker, Asian Games, California Craps, Video Roulette</td>
<td>Y</td>
<td>Y</td>
<td>(800) 827-2946/218-5696</td>
<td><a href="http://www.fantasy">www.fantasy</a> springsresort.com</td>
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<tr>
<td>Morongo Casino Resort &amp; Spa</td>
<td>49500 Seminole Dr, Cabazon, CA 92230</td>
<td>1,871</td>
<td>2,216</td>
<td>2004</td>
<td>Blackjack, Mini-Baccarat, Pai Gow Poker, Craps, 3-Card Poker, 4-Card Poker</td>
<td>Y</td>
<td>Y</td>
<td>David Bents</td>
<td>General Manager</td>
<td>(951) 755-5340/849-3161</td>
<td><a href="http://www.morongocasinoresort.com">www.morongocasinoresort.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pala Casino Spa &amp; Resort</td>
<td>11154 Highway 76, Pala, CA 92590</td>
<td>2,000</td>
<td>2,300</td>
<td>2001</td>
<td>Blackjack, Craps, Mini-Baccarat, Pai Gow Poker, Poker, Roulette</td>
<td>Y</td>
<td>Y</td>
<td>Matt Smith</td>
<td>General Manager</td>
<td>(760) 985-5100/510-591</td>
<td><a href="http://www.palacasino.com">www.palacasino.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pechanga Resort and Casino</td>
<td>45000 Pechanga Pkwy, Temecula, CA 92590</td>
<td>4,500</td>
<td>2,000</td>
<td>2004</td>
<td>Slots, Video Poker, Blackjack, Mini-Baccarat, Live Blackjack, 3-Card Poker, 4-Card Poker, Let It Ride, Pai Gow, Three Card Poker, Poker Room, Video Poker, Keno</td>
<td>Y</td>
<td>Y</td>
<td>Brad Pinto</td>
<td>General Manager</td>
<td>(877) 311-2695/775-2571</td>
<td><a href="http://www.pechanga.com">www.pechanga.com</a></td>
<td></td>
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<tr>
<td>Soboba Casino</td>
<td>23333 Soboba Rd, San Jacinto, CA 92581</td>
<td>790</td>
<td>2,000</td>
<td>18</td>
<td>Blackjack, 3-Card Poker, Let It Ride, Bingo</td>
<td>Y</td>
<td>Y</td>
<td>Bob Fears</td>
<td>General Manager</td>
<td>(951) 665-1000/665-1353</td>
<td><a href="http://www.soboba.com">www.soboba.com</a></td>
<td></td>
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</tr>
<tr>
<td>Spa Resort Casino</td>
<td>401 E. Amado Rd, Palm Springs, CA 92262</td>
<td>1,120</td>
<td>1,000</td>
<td>2003</td>
<td>Double-Deck Blackjack, Blackjack, &quot;Hot Water&quot; Craps, Mini-Baccarat, 3-Card Poker, 4-Card Poker, Pat Gow Poker, Spanish 21</td>
<td>Y</td>
<td>Y</td>
<td>Bill Dukas</td>
<td>General Manager</td>
<td>(760) 855-1000/855-1250</td>
<td><a href="http://www.sparesortcasino.com">www.sparesortcasino.com</a></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NA = Not Applicable/NA** | **W/ND = 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 2012 by IEBJ.
Master’s Degree in Accounting and Auditing Launched

The University of California, Riverside is launching a master’s degree in accounting and auditing this September and is now recruiting students for the inaugural class.

The degree is in response to a new California requirement requiring fifth year of accounting studies and increased demand for accountants.

“This will make graduates much better able to handle account- ing and auditing work from day one and that’s critical,” said Michael Moore, a UC Riverside accounting professor who helped design the Master of Professional Accountancy (MPAc) program. “If they are farther along in training and knowledge, it makes them better employees earlier and means they will advance more quickly.”

Beginning Jan. 1, 2014, a fifth year of accounting, auditing, ethics and business related courses will be required in California to become a Certified Public Accountant (CPA).

The new master’s degree is the UC Riverside School of Business Administration vision of the knowledge and skills accounting and auditing professionals should acquire to prepare for the year 2020 and beyond. It also is in response to changing CPA requirements, the growing demand for auditors and accountants and the increase in students nationwide seeking master’s degrees in accounting.

In 2001-02, 12,565 students earned a master’s in accounting, according to The 2011 Trends in the Supply of Accounting Graduates and the Demand for Public Accounting Recruits report. That number jumped to 29,464 in 2009-10.

According to the Bureau of Labor Statistics, demand for accountants and auditors is expected to continue to grow by up to 22 percent by 2018, a rate much faster than most other occupations. This will mean approximately 300,000 new jobs.

“The new fifth year California requirement, which mirrors those in 47 other states, is long overdue,” said Moore, who has been a CPA and accounting professor for more than 40 years and helped draft the new California requirements.

Moore believes the new requirements are needed for several reasons:

Students who graduate with an accounting degree in California already need to take the additional coursework to practice in most states. In addition, there is increasing demand for consumer protection education, especially after recent high-profile financial fraud cases. The accounting and especially auditing fields have become increasingly complex in recent years with the internationalization of business and constant technological changes.

UC Riverside and UC Davis, which is also launching a master’s degree in accounting this fall, will be the only UC campuses that will offer the degree.

The UC Riverside program will offer several new courses, including ones on professional accounting research and information technology auditing. The MPAc program will be led by Moore and Ted Mock, a distinguished professor of audit and assurance and recipient of the 2011 American Accounting Association Outstanding Educator Award.

The new master’s degree is open to domestic and international students. International students need to apply by May 1. The deadline for domestic students is Sept. 1, but applicants are encouraged to apply early, as space and financial aid are limited.

The program is designed to be completed in three quarters with recommended entry to the program...continued on page 35

Are You... continued from pg. 9

tum, then products respond to serve these prospects to move with pur- poseful intent. Momentum is a unique way to view the market. Companies that don’t understand it will miss the drivers that indicate where momentum is going.

Momentum drivers often lead “old” customers to consider their options in a whole new way. Being able to predict these changes of mind and heart, even before the customers themselves do, allows companies to get in first with products destined to be hot sellers.

Nair writes: “The most telling experience occurred recently when I was watching a sunset. A person nearby stated, ‘I wish I had my phone’ when he was thinking of taking a photograph of the sunset. These customers would have rejected the idea of a phone and camera combined in the past. This is transformation at its best.”

Sin #4: Ignoring the two orders of value. If you assume that rational and emotional value propositions are all you need to con- sider, think again. There’s also a “higher order” value proposition: the symbolic. Customers symbolically attach to the product or the company that sells the product. They come to identify with the pur- pose of the product and what it stands for. Organizations that are able to transfer and connect market momentum into value to the customers that emerge from a transformation will gain market share and be very successful.

Take Trader Joe’s, for instance. The company has convinced its customers to bring bags that they bought from Trader Joe’s to collect their own groceries. It has successfully tapped into “green” market momentum.

“The customers of Trader Joe’s are participating at both levels in acting to save paper or plastic and to recycle bags every time they visit,” writes Nair. “This has huge economic value because the company saves on the cost of bags, but the consumers do not see it that way. Consumers see themselves aligning with the grand vision of a better world without excess, and they believe that Trader Joe’s is conforming to their world view authentically.”

Sin #5: Overlooking transformational servant leadership. The new organization is a workspace with no walls. Leadership styles of the past cannot conform to the unbounded workspace commanded by remote employees, portable tablets, portable computers, and worldwide Internetworks. Hierarchical management techniques and paradigms are breaking down. You may try to bend the iron bars of the hierarchical organization to make it “look” better—but if you aren’t practicing true servant leadership, you won’t be able to attract the talent it takes to compete in the transforming market- place.

What is transformational servant leadership? While the concept is maddeningly difficult to pin down, it contains several basic truths:

• It’s based on service rather than hierarchical controls. Leaders believe in something greater than themselves.
• There are no sharply defined leaders and followers. Leaders lead when it’s appropriate and follow when it’s appropriate.
• Organizations are populated by project-centered self-lead- ers who partner with one another when needed.
• Leaders strive for dramatic inner change, re-engineering, and self-identification with corporate goals. In other words, it is about personal change creating group change that triggers corpo- rate change—and not the other way around.

“They are powered by a desire to serve others, and they forget themselves, and this is the source of their undying energy and suc- cess,” writes Nair. “They do not come to this easily but through self-doubt, suffering, ridicule, and...continued on page 19
Mr. Anthony,

Per your article regarding (below) Bank of America and its small business lending practices that ran on the front page of your print edition, not only is it accurate but had someone from your paper called us we could have easily provided you with the facts.

Starting more than a year ago, Bank of America began notifying a very small percentage of our approximately 1.4 million small business credit customers that their lines of credit would now have a maturity date and annual renewal process, bringing them more in line with our (and the industry’s) current line of credit products (which have a maturity date, a renewal process and a standard renewal fee).

Lines of credit operate as a safety net for a business’ cash flow. Providing this safety net comes with a cost for the bank, which includes cost of funds, FDIC insurance, processing costs, ongoing monitoring costs, as well as the capital that must be reserved for loan losses.

There is a great value to our clients who have a line of credit with the bank. In order to continue to provide this credit product to our clients, we believe it is entirely appropriate that the bank is fairly compensated for the value we deliver.

This affects only a very small percentage of our small business customers, and the vast majority of these cases have been resolved to the satisfaction of customers and the bank. The vast majority of customers in this small group have been offered a renewal or come to another resolution. The renewed credit lines have an annual fee of 1% of the loan commitment, not to exceed $500. But in many cases this fee has been reduced based on our relationship with the client.

Furthermore, Bank of America’s small business lending in California is up 4% year-over-year, from $2.7 billion to $2.8 billion, with new loan originations up nearly 15%, and recently hired 13 new Small Business Bankers in the Inland Empire to serve this important market segment.

Given the facts versus what ran in your paper, which reads more like an advertisement, I am requesting a correction immediately.

Thanks,

Colleen Haggerty
Media Relations, Bank of America
333 S. Hope Street, Los Angeles CA 90071
213-621-7414

Did Bank of America Call Your Loan?

Bank of America over the past six weeks called due thousands of small business loans in California. B of A during 2011 made approximately $2 billion in small business loans to California companies—but now is asking those same companies to pay off existing loan balances now or take out new loans and lines of credit at much higher interest rates.

They (B of A) claim that 13% of the 2011 loans are in default; however, other banks in Riverside and San Bernardino tell us they do not have these same problems. The Inland Empire Business Journal, in preparing this story, was told by seven local (mostly community banks) that they have money available and are making “small business loans” so this may be a good time for businesses to apply. The Inland Empire Small Business Center and the Small Business Administration (SBA) also say they are presently active and expanding loans and loan guarantees in 2012.

We would like to hear from you if B of A has called your loan. Email at william@busjournal.com.

Reply to Colleen Haggerty:

INLAND EMPIRE BUSINESS JOURNAL

After reading your above letter a total of three times, I fail to see any inaccuracies, and, in fact you say it is “accurate.” Please be advised that I did call Bank of America, Community Bank, Citizens Business Bank, Wells Fargo, Chase, Provident, Small Business Development Center and California Bank and Trust.

I have also noted a similar story published in the Press-Enterprise (Inland Empire’s largest daily newspaper) on Jan. 19, 2012 at 5:20 p.m.——very similar to what we wrote.

Sorry, but I fail to see any need for a correction.

William J. Anthony

P.S. I also disagree.....the story does not “read like an advertisement,” unless you mean like a bad ad.

SMALLBIZ: Lending proceeds without BofA

By Jack Katzanek, Staff writer for The Press Enterprise
Published: January 19, 2012

Loans to small businesses in Inland Southern California are still being made, but if that facet of the economic recovery continues, it probably won’t involve one of the country’s largest banks.

Two weeks ago, Bank of America announced it was asking thousands of small business owners to either pay off existing loan balances now or take out new loans and lines of credit at substantially higher interest rates. The decision is part of an effort to rein in bank losses caused by liberal lending criteria and to raise cash. Bank of America handed out an estimated $2 billion in small business loans in California in the first nine months of 2011, roughly 13 percent of all the small business loans the bank made nationally.

But other banks, particularly community banks in Riverside and San Bernardino counties, say they’re not going through any of the trials Bank of America appears to be experiencing. “I think this is a BofA issue,” said Craig Blunden, chairman and CEO of Provident Financial Holdings, parent company of Riverside-based Provident Savings Bank. “BofA has a lot of issues.”

Blunden said small business loans are not a major part of Provident’s business, but the bank is receptive to applicants. Other Inland-based banks agree, and lately the volume of loans has increased in the area. Bank of America is not one of the three largest small business lenders in terms of the number of loans made in Riverside, San Bernardino and Orange counties, the area that makes up the Small Business Administration’s Santa Ana Region, said Vincent McCoy, executive director of the Inland Empire Small Business Development Center.
You have watched your newest hire work for their first 30 days and you are looking back at their great resume and 15 years of experience. All you can think is, “Does he really have 15 years of experience or just one year of experience 15 times?”

It was this experience that led us to make “you have to love training” one of our core values. As we tried to differentiate our CPA firm from our peers, we chose to have professional staff that could do five core areas of work instead of just audits or tax returns. Every time I would try to hire someone with experience, they would be competent in only one area out of the five. Since they also had “years” of experience, they demanded a premium pay that bore a poor relationship to profitability.

Instead of just passing on the cost to my clients of my paying too much for labor, I decided to solve the problem a different way. By growing my own talent, I would be able to keep access to our services more affordable and fulfill our mission of serving businesses between startup and $5 million in revenue. But, I would have to prove we could train people and stay profitable. We would also have to accept the slower growth curve that comes with growing your own talent.

The first step was to identify the five core areas we needed them to be competent in. For us, that was personal tax, business tax, accounting system implementation, financial statement preparation and forecast modeling. The next step was to identify the personality characteristics needed and screen for those with our test from Caliper (www.calipercorp.com). Using Caliper has been like having a corporate psychologist on staff. For a one-time fee of $285 for the test, we get an email with basic results within 24 hours and a call from their consultant to discuss the results. After the call, we get a written report with even greater detail findings within three days. Since we have tested all of our team with this service going back to 1998, the consultant can give us incredible feedback on how new hires will work with an existing member of our team as well as guidance (all included in the original cost of the test) as we transition existing team members into new roles.

Once we hired our prototype employee, we had to schedule the work for them to stretch but not break them. We employed a 70/20/10 training philosophy that we told them when they were hired. Ten percent of your training will be classroom, 20% will be on one mentoring and 70% will be to throw you off the deep end of the pool to see what you can do. You will take a lung of water, but we won’t let you die. Until I throw them off the deep end of the pool, I do not know what they really can do.

When we started this process in 2003, I had just asked some partners to leave that were not aligned around this mindset and we were at breakeven profitability, down to nine employees and $1 million of revenue. Up to this point, when we added an expensive person with narrow experience, we could get some growth but no profit since they could not be used for more than one service offering and they were resistant to expanding their skill sets. When they would leave by our choice or theirs, we would start the crazy cycle all over again.

By 2010, we were on pace to do $1.8 million in revenue and had 21 employees and were on target for 10% pre-tax profit. The employee we hired as our prototype is still with us and is one of our top client managers. We had only one client manager leave to take a job with a client and only one new hire did not make the cut.

Going from turning over one to two professional staff each year to turning over two professional staff in seven years is a pretty good turn around. We have always had plenty of new business opportunities, our only bottleneck was how quickly we could add the right people. This process allowed us to peg our growth rate to our talent development rate.

What did we learn?

1. New hires have no baggage to unlearn
2. What we thought would take four to five years took only two to three
3. We found new services to sell to clients that also served as training work for our developing team
4. People love the opportunity to grow
5. We have the capacity to grow two people per year
6. Hire for attitude, train for skills really works!

Greg Crabtree has worked in the financial industry for more than 30 years. He founded Crabtree, Rowe & Berger, PC, a CPA firm dedicated to helping entrepreneurs build the economic engine of their business. Crabtree leads the business consulting team, helping clients align their financial goals with their profit model and their core business values. He is the author of “Simple Numbers, Straight Talk, Big Profits!”

For more information, please visit: www.seeingbeyondbeyondnumbers.com
## Nearby Resorts & Vacation Spots

**Ranked By Number of Rooms**

<table>
<thead>
<tr>
<th>Resort Address</th>
<th># of Rooms</th>
<th>Rate Range</th>
<th>Owner Headquarters</th>
<th>Amenities</th>
<th>Top Exec., Phone/Fax E-Mail Address</th>
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<tr>
<td>La Quinta Resort &amp; Club, 49-499 El Pescador Dr, La Quinta, CA 92253</td>
<td>796</td>
<td>$155-415 (2018)</td>
<td>KSL Recreation Corp., La Quinta, CA</td>
<td>Shopping, 7 Restaurants, Spa, 41 Pools, 5 Golf Courses, Golf &amp; Tennis Schools, 9 Boutique Shops</td>
<td>Gary Sims (760) 564-411/777-8006 <a href="mailto:rosinquiry@laquintaresort.com">rosinquiry@laquintaresort.com</a></td>
</tr>
<tr>
<td>Arizona Biltmore Resort &amp; Spa, 2400 E. Camelback Rd, Phoenix, AZ 85022</td>
<td>786</td>
<td>$195-1,450 (2004)</td>
<td>CNI Resorts Florida</td>
<td>2 Adjacent Championship Golf Courses, 7 Tennis Courts, 8 Pools, Spa &amp; Fitness Center, Lawn Croquet &amp; Croquet</td>
<td>Andrew Stegen (602) 955-6074/78-7600 <a href="mailto:reservations@arizonabiltmore.com">reservations@arizonabiltmore.com</a></td>
</tr>
<tr>
<td>Renaissance Esmeralda, 44-400 Indian Wells Ln, Indian Wells, CA 92210</td>
<td>560</td>
<td>$149-399 (2002)</td>
<td>CTF</td>
<td>Business Service, Concierge, Resort, Fitness Facility, Golf Course</td>
<td>Tim Sullivan (760) 773-4444-863-1287 <a href="mailto:tolsullivan@renessaneesmeralda.com">tolsullivan@renessaneesmeralda.com</a></td>
</tr>
<tr>
<td>Hyatt Grand Champions Resort, 44-400 Indian Wells Ln, Indian Wells, CA 92210</td>
<td>480</td>
<td>$150-500 (1998)</td>
<td>Grand Champions, LLC, Indian Wells, CA</td>
<td>36 Holes Golf, 12 Tennis Courts, 20 Private Villas</td>
<td>Allen Farrell (760) 341-1000/341-2236 <a href="mailto:allen.farrell@hyatt.com">allen.farrell@hyatt.com</a></td>
</tr>
<tr>
<td>Paradise Point Resort &amp; Spa, 1404 W. Vacation Rd, San Diego, CA 92109</td>
<td>460</td>
<td>$595-5,000 (2006)</td>
<td>Noble House Resorts Kirkland, WA</td>
<td>18-Hole Putting Course, 6 Tennis Courts, Beach, 6 Pools, Spa, Fitness Center, Volleyball, Marina, Bicycle Rentals</td>
<td>David Hall (800) 344-2626/850-381-5924 <a href="http://www.paradisepointresort.com">www.paradisepointresort.com</a></td>
</tr>
<tr>
<td>Marriott's Rancho Las Palmas Resort &amp; Spa, 2215 $150-450</td>
<td>Destination Hotel 36 Holes Golf (Special Package),</td>
<td>Mirage Springs Resort &amp; Spa</td>
<td>27 Holes Golf (Special Package),</td>
<td>April Schute (760) 568-2727/568-5845</td>
<td></td>
</tr>
<tr>
<td>41000 Bob Hope Dr, Rancho Mirage, CA 92270</td>
<td>410</td>
<td>$99-249 (2002)</td>
<td>La Quinta, CA</td>
<td>2 Pools, Full-Service</td>
<td>John Daw (760) 398-4540/3455-9555 <a href="mailto:john.daw@destinationhotels.com">john.daw@destinationhotels.com</a></td>
</tr>
<tr>
<td>Palm Springs Riviera Resort, 160 North Indian Canyon Dr, Palm Springs, CA 92262</td>
<td>406</td>
<td>$249-480 (1999)</td>
<td>Noble House Resorts Kirkland, WA</td>
<td>Business Service, Pool, Restaurant, Room Service, Tennis</td>
<td>Jouf Young (760) 623-2117/663-9500 <a href="mailto:jjouf@destinationhotels.com">jjouf@destinationhotels.com</a></td>
</tr>
<tr>
<td>Holiday Inn Palm Springs City Ctr. Palm Springs, CA 92264</td>
<td>249</td>
<td>$120-219 (1990)</td>
<td>Ki West LLC Oregon</td>
<td>Pool, 2 Spas, Massage Facilities, Exercise Room, Saunas, 2 Restaurants, Gift Shop, Mint Refrigerators, Hair Dryers, Irons/Beds</td>
<td>David Curedio (760) 323-1113/322-1075 <a href="mailto:dcuredio@kiwestlodge.com">dcuredio@kiwestlodge.com</a></td>
</tr>
<tr>
<td>The Boulders Resort &amp; Spa, 34631 N. Tom Darlington Dr, Carefree, AZ 85377</td>
<td>160 Casta 64 Villas</td>
<td>$175-525 (Cantina only)</td>
<td>Carefree Resorts Phoenix American Hospitality AZ/Etahalia, TX</td>
<td>36 Holes Golf (Special Package), 8 Tennis Courts (Special Package), Pool, 5 Restaurants, Desert Tours, Museum</td>
<td>Michael Hoffman (480) 889-0095-0011 <a href="http://www.theboulders.com">www.theboulders.com</a></td>
</tr>
<tr>
<td>Indian Wells Resort Hotel, 1355-533 E. Ray Rd, Indian Wells, CA 92210</td>
<td>119</td>
<td>$89-299 (1997)</td>
<td>L.R.K. West Palm Desert, CA</td>
<td>27 Holes Golf (Special Package), 2 Tennis Courts (Complimentary), Pool, Spa, Fitness Center, Cont. Breakfast, Country Club Pergolas,</td>
<td>Brad Weimer (760) 345-6071/72-9503 <a href="mailto:brad@indianwellssuites.com">brad@indianwellssuites.com</a></td>
</tr>
<tr>
<td>Temecula Creek Inn Resort, 45015 Rainbow Canyon Rd, Temecula, CA 92542</td>
<td>19</td>
<td>$149-209 (1968)</td>
<td>JC Resorts, LLC, La Jolla, CA</td>
<td>Exec. Golf, Weddings, Business Service, Gift Shop</td>
<td>Tom Demott (951) 694-1000/87-8961 <a href="mailto:tdemott@jcresorts.com">tdemott@jcresorts.com</a></td>
</tr>
<tr>
<td>Miracle Springs Resort &amp; Spa, 10925 Palm Dr, Desert Hot Springs, CA 92240</td>
<td>113</td>
<td>$195-599 (1993)</td>
<td>Michael Beckford</td>
<td>Spa, Restaurants, Pools</td>
<td>Jim Province (760) 251-0000/251-0460 <a href="mailto:hotel@miraclesprings.com">hotel@miraclesprings.com</a></td>
</tr>
<tr>
<td>Two Bunch Palms Resort &amp; Spa, 67-425 Two Bunch Palms 14, Desert Hot Springs, CA 92240</td>
<td>28</td>
<td>$150-575 (1990)</td>
<td>King Ventures</td>
<td>100 Spa Treatments (World Class Spa and award-winning restaurant)</td>
<td>Tony Caballero (760) 328-8791/328-1874 <a href="mailto:reservations@twobunchpalms.com">reservations@twobunchpalms.com</a></td>
</tr>
</tbody>
</table>

**Notes:** No Applicable UMD; Would Not Disclosure; na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information applied 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 91729-0799. Copyright 2012 by IEBJ.
MARCUS & MILLICHAP NAMES KEVIN W. BOEVE SENIOR DIRECTOR OF NATIONAL RETAIL GROUP IN ONTARIO

Marcus & Millichap Real Estate Investment Services, the nation’s largest real estate investment services firm, has named Kevin W. Boeve senior director of the firm’s National Retail Group in Ontario, according to Bill Rose, national director of the National Retail Group.

Boeve joined Marcus & Millichap in June 1999. During his career, he has closed 188 transactions valued at more than $591 million.

REXFORD ACQUIRES TWO ONTARIO MANUFACTURING FACILITIES

Rexford Industrial has acquired two manufacturing buildings with a single tenant in an off-market, sale-leaseback transaction in Ontario. The buildings, situated on 8.93 acres of land at 1400 S. Campus Avenue, adjacent to the Ontario International Airport, were purchased from the current tenant, Plastics Research Corp. Plastics Research has made a 10-year commitment to lease and fully occupy the properties, which feature spacious loading dock door layouts and allow for efficient goods movement.

The purchase was made on behalf of Rexford Industrial Fund V REIT ("RIF V"), a private REIT that has acquired more than 1.2m square feet of industrial properties. Rexford targets the acquisition of stabilized and value-add industrial properties and purchases loans secured by industrial properties.

Rexford invests in all categories of industrial property, including core, value-add, repositioning and redevelopment. The company specializes in all types of assets within the industrial property sector, including single- and multi-tenant warehouse, distribution, R&D/flex space and light manufacturing buildings.

Dan Foye of Daum Commercial represented both Rexford Industrial and Plastics Research Corporation in the transaction. The price was not disclosed.

75-UNIT AFFORDABLE HOUSING COMMUNITY OPENS IN CLAREMONT

Courier Place Apartment Homes to provide much-needed affordable housing options for families and seniors

WNC & Associates, Inc. (WNC), a national investor in urban renewal and affordable housing projects, in partnership with Jamboree Housing Corporation, has announced the grand opening of Courier Place Apartment Homes. The 75-unit community was built on the former site of the Claremont Courier newspaper and will continued on page 23

“WeWith City National’s help we created an extraordinary theater.”

We needed to renovate our dilapidated facilities at Cal Shakes. We had a short window to complete the project – and that’s where City National came in. They're a community-oriented bank, and they understood our situation. They provided a loan and made it possible to build our dream theater.

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Jonathan Moscone
Artistic Director, California Shakespeare Theater

Hear Jonathan’s complete story at cnb.com/thewayup.

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City National Business Banking

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Ho Hum, Apple Does It Again
By J. Allen Leinberger

Hardly three months after you bought yourself an iPad2 for the holidays, Apple has introduced the iPod HD. Just think of all of those people who were standing in line outside of the Apple Store expecting to buy an iPhone 5 and found themselves with a 4S instead. Now this! Even from the grave, Steve Jobs pulls one over on us.

So what do I think of the new toy? Not much. For one thing Apple has decided not to send me a review copy. When movies are not made available to critics, it’s because the producers think they have a turkey on their hands. (You make the call.)

I am told that the new iPad is bigger and better. It has retina display (i.e. sharper picture) and 4G LTE connectivity, which I told you about a couple of months ago. As a worldwide product, Apple accepts that 3G is more available in other countries so this iPad comes with your choice of either. Meanwhile, the iPhone 4S does NOT have 4G LTE. (Maybe next month.) The camera function is better in the HD. Actually it is now exactly the same as the 4S iPhone.

What the HD does not bring to the table is a list of things that most people anticipated and Apple could have included. For one thing, many competing pads are smaller, such as the Amazon Kindle Fire. Instead the HD is actually larger. Many people also expected Apple to add some sort of Apple TV function. Nope.

Then there is the battery. Consumer Reports says it still gets too hot and runs down too soon. How are you going to watch the “Lord of the Rings” trilogy if you have to stop and recharge every few hours?

Apple did change the operating system to iOS 5.1. Most critics expected a full-blown iOS 6. Sorry.

SIRI is not yet aboard the iPad, although the HD does come with a speech dictation function. By the way, I discussed SIRI in my last column and have since discovered that, contrary to rumors, SIRI does stand for something—“Speech Interpretation and Recognition Interface.” Rumor has it that Google is working on a similar voice program which it will name Majel, after Majel Barrett-Roddenberry who was the computer voice of every “Star Trek” show and movie.

The name iPad HD bothers some people. It’s not a 3 and it’s not a 4S nor a 4G-LTE. Trying to tell you the difference between units requires that I write iPad several times. I hope you are following me when I refer to it as simply the HD. (My editor still tries to capitalize the “i”.)

The weight is another factor, to some. The iPad 2 weighs 1.33 pounds. The new HD, with 4G LTE, is 1.46 pounds. OK, that’s not a lot, but you would expect anything new to be lighter—if that matters.

There is also the big issue—cost. The iPad 2 dropped its cost just about a month ago, to no one’s surprise. As I mentioned at the start, many people bought the 2 for full cost just a couple of months ago. Apple appreciates your loyalty, but there is no discount, upgrade or trade-in program for current iPad users. However the iPad2 16-gig unit is still being made and is now available for $399. The HD with the 64gig hard drive and the 4G LTE runs about $829. You can buy cheaper HDs with Wi-Fi and smaller hard drives for less.

Remember that thing that I think I mentioned recently called NFC. It stands for Near Field

Certifiably Generous—Glenda M. Bayless

Glenda M. Bayless, a highly respected businesswoman, philanthropist and longtime supporter of California State University, San Bernardino, has been given an honorary doctor of humane letters degree by the university.

A certified public accountant who has practiced in Southern California for more than 40 years, Bayless has served as a role model through her generosity and her counsel to family and clients regarding charitable giving. She has been a personal donor to Cal State San Bernardino since the mid-1990s, when the university began its first campus-wide fundraising campaign. She and her husband, Gerry, were among the leading contributors through their establishment of an endowment to benefit business students with scholarships.

A devotee of the arts, Bayless has supported CSUSB’s Robert and Frances Fullerton Museum of Art and started an endowment to award scholarships to students in the university’s College of Arts and Letters. She created an endowment to support the President’s Academic Excellence Scholarship program, which was established to attract the top 1 percent of high school graduates in San Bernardino County to attend CSUSB.

The Baylesses, who live in Apple Valley, also committed a large personal gift for the new Murillo Family Observatory on campus, which includes a large observation deck named in their honor. They also have continued to offer major scholarship support to the university’s College of Business and Public Administration. In addition, the Baylesses have included CSUSB as part of a bequest and through an in-kind gift of land.

Bayless has served as an estate planning adviser and has spoken at seminars hosted by the university. She regularly counsels clients about the value of charitable donations for tax benefits and for the potential quality of life benefits those gifts could bring to the region.

Bayless has chaired the Inland Community Bank board of directors for the past 20 years. In 1992, she was named Business Leader of the Year by the San Bernardino County Sun, and she was the first to earn the Riatto Chamber of Commerce’s Athena Award, a national distinction that is one of the highest honors available to women in recognition of their work to help advance the goals of professional women.

She has served Cal State San Bernardino as a member of its Philanthropic Foundation Board of Directors, the President’s Advancement Council and the Advisory Council to the College of Business and Public Administration.

continued on page 39
Sin #6: Mistaking capability for strategic competency. Capabilities are what you can do for customers. Competence is the unique recipe of your capabilities and what you can do better than others consistently as far as your customers perceive. You can always gain a new capability: just learn how to do it yourself, hire someone who knows how to do it, or partner with another organization to fill that void. Stopping there, instead of understanding your competencies and using them to formulate your strategy, is the sin. It keeps you from being able to create value that people want and are willing to pay for.

Being good at one key capability is not sufficient—unless, that is, it is nonreplicable. Winning, using competencies, involves:
- Creating brand awareness among your customers and prospects who feel an alignment between the organization and their values.
- Defining communicable cause/purpose that is about a transformed customer and experience with that customer.
- Combining key ingredients that reflect a valued recipe that creates a strong, enduring, and authentic “aftertaste” to the customer who keeps returning because of it.
- Creating a structure that drives social networked feedback interactively with an approachable organizational structure.

Sin #7: Expecting flawless execution without a performance platform. It is critical to find the talent ahead of time, find the capabilities of the future ahead of time, and to ensure that your operating capability anticipates rather than responds to a transformed market. What if Amazon couldn’t ship its products on time and accurately? Customers would go to the competition, of course. And yet, it’s common for companies to do more and more—to implement greater and greater change—without a context for employees and customers to frame improvement initiatives.

“I challenge today’s businesses to choose to transform,” he says. “Develop a strategy that reflects your beliefs and let others, both employees and customers, choose to take up your cause. Transformation is never easy, but it is almost always worth the blood, sweat, and tears that come with it.”

About the Book:
Strategic Business Transformation: The 7 Deadly Sins to Overcome (Wiley, 2011, ISBN: 978-0-470-63222-2, $49.95) is available at bookstores nationwide, from major online booksellers, and direct from the publisher by calling 800-225-5945.
Meeting Facilities

Ranked By Total Square Feet of Meeting Facilities

<table>
<thead>
<tr>
<th>Facility</th>
<th>Meeting Rooms</th>
<th>Meeting Capacity</th>
<th>Year Built</th>
<th>Owner Headquarters</th>
<th># of Rooms</th>
<th># of Suites</th>
<th># of Banquet Rms</th>
<th>Amenities</th>
<th>General Manager</th>
<th>Convention Phone/Fax E-Mail Address</th>
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<tbody>
<tr>
<td>Fairplex</td>
<td>5</td>
<td>105,500</td>
<td>1948</td>
<td>Los Angeles Fair Assoc.</td>
<td>N/A</td>
<td></td>
<td>$2,600-7,400</td>
<td></td>
<td>Dwight Richards</td>
<td>Melissa Tapia (909) 865-4042/623-9599 <a href="mailto:mitapia@fairplex.com">mitapia@fairplex.com</a></td>
</tr>
<tr>
<td>Palm Springs Convention Center</td>
<td>21</td>
<td>92,545</td>
<td>1987</td>
<td>City of Palm Springs</td>
<td>410</td>
<td>Facility Fees</td>
<td>Vary By Size Of Space Requested</td>
<td>20,000 sq. ft. Ballroom on-site</td>
<td>Jamie Confield</td>
<td>Rick Leon (760) 325-661-778-4102 <a href="mailto:rleons@palmsprings.com">rleons@palmsprings.com</a></td>
</tr>
<tr>
<td>Marriott's Desert Springs Resort &amp; SPA</td>
<td>33</td>
<td>24,816</td>
<td>1987</td>
<td>Marriott Corporation</td>
<td>884</td>
<td></td>
<td>$79-379</td>
<td>Satellite Tele-Theater, Computerized Drop Down Screens, Wireless Internet Capabilities</td>
<td>Ken Schwartz</td>
<td></td>
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<tr>
<td>NOS Events Center</td>
<td>11</td>
<td>40,000</td>
<td>1987</td>
<td>National Orange Show Corp.</td>
<td>N/A</td>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>Dan C. Jimenez</td>
<td></td>
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<tr>
<td>Ontario Convention Center</td>
<td>24</td>
<td>70,000</td>
<td>1997</td>
<td>City of Ontario</td>
<td>N/A</td>
<td></td>
<td>N/A</td>
<td>Business Service, Concierge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ontario Convention Center Way</td>
<td>114,000</td>
<td>4,630</td>
<td>1997</td>
<td>Ontario, CA</td>
<td>N/A</td>
<td></td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Visitors and Convention Bureaus

Ontario
Ontario Convention and Visitors Bureau
2000 East Convention Center Way
Ontario, CA 91764
(909) 937-5000 • Fax (909) 937-3080
General Manager: Bob Brown
www.ontariocc.com

San Bernardino
Convention and Visitors Bureau
1955 Hums Ln.
San Bernardino, CA 92408
(909) 891-1151 • Fax (909) 888-5998
Sales Manager: Melissa Carey
cwo@sanbernardino.org

Palm Springs
Visitor Information & Convention Center
2901 N. Palm Canyon Dr.
Palm Springs, CA 92262
(760) 778-8418 • Fax (760) 325-4335
Manager: Rick Fraley
rfracley@palmspringscc.com

Temecula
Temecula Valley Convention and Visitors Center
25790 Ynez Ct., Ste. A
Temecula, CA 92591
(951) 676-5090 • Fax (951) 694-0201
President: Alice Sullivan
info@temeculavc.org

Idyllwild
Idyllwild Visitors Center
Ridgewood Dr. and Hwy. 243
P.O. Box 304, Idyllwild, CA 92549
(988) 659-3259 • Fax (909) 659-6216
President: Richard Blake
info@idyllwildchamber.com

Big Bear
Big Bear Convention Bureau
630 Bartlett Rd., P. O. Box 2860,
Big Bear Lake, CA 92315
(909) 866-4007 • Fax (909) 866-5412
CEO: Rachel Wade
sruss@bigbearchamber.com

Lake Arrowhead
Lake Arrowhead Communities
28200 Hwy. 189
Lake Arrowhead, CA 92352
(909) 337-7175 • Fax (909) 336-1548
Marketing Director: Leslie Saint McLellan
info@lakearrowhead.net

Victor Valley
Victorville Visitors Center
14174 Green Tree Blvd.
Victorville, CA 92395
(760) 245-6500 • Fax (760) 245-6505
CEO: Michelle Spears
mpears@vvchamber.com

Hemet
Visitors Information Center
(951) 658-3211 • Fax (951) 766-5013
CEO: Patty Drusky
info@hemetandsanjacintochamber.com

Riverside
Visitors Convention Bureau
3750 University Ave., Ste. 175
Riverside, CA 92501
(951) 222-4700 • Fax (951) 222-4712
Executive Director: Debbie Magno
dmagno@linkline.com
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- Concierge
- Same day laundry
- In-room coffee
- High-speed Internet access
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- Take advantage of our double Hilton HHonors® Meeting Planner Point promotion offer through 12/31/09.

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which are not yet built.

In order to complete a pre-committed transaction, a company which owns land in the region will create a design for a prospective investor. The company proceeds to sell the building to the investor before any construction begins.

In one such case, Hillwood Development is acting as an advisor to family-owned Hofer Ranch in Ontario. The development company designed a building and agreed to break ground on construction, then arranged a pre-commitment deal on behalf of the Hofer family with Industrial Income Trust.

In addition, Hillwood Development acquired a large parcel of land known as the “Hanson Pipe Site” in Ontario through a competitive bidding process, and secured a pre-commitment transaction with the same buyer, Industrial Income Trust.

In both of these transactions, Industrial Income Trust has acquired a pre-constructed building, anticipating that lease rates will be higher by the time these properties are built.

On the Horizon

The Inland Empire market is reliant upon activity at the Ports of Long Beach and Los Angeles.

The good news is that port activity is increasing, as January 2012 marked the second consecutive month of year-to-year gains after six straight months of year-to-year declines. On the other hand, the recent rise in fuel cost poses a threat to the region, as the heightened cost of transportation could be difficult for many companies who need to move freight from the ports to the Inland Empire.

Provided that fuel costs remain

ARMC Director...

continued from pg. 1

the opportunity to nominate representatives to AOA bureaus, councils and committees.

The AOA is a professional membership organization representing the nation’s osteopathic physicians (DOs); it also accredits osteopathic medical schools, and has federal authority from the Centers for Medicare and Medicaid Services to accredit hospitals and other health care facilities.

“I’m honored with the appointment to the Bureau of Hospitals Executive Committee,”

continued on page 24

University of...

continued from pg. 1

this May will be eligible to sit for state bar exams throughout the United States.”

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address the growing need for affordable housing among seniors and families throughout the Claremont Village and surrounding area. WNC provided $13,278,629 in Low Income Housing Tax Credits (LIHTC) financing for the project. Courier Place Apartment Homes is Jamboree Housing Corporation’s first multi-generational affordable apartment community and the first in Los Angeles County.

“With waiting lists and applications for affordable housing far exceeding the available product on the market, the completion of the Courier Place Apartments will help to meet the growing demand,” said Michael Gaber, chief operating officer of WNC. “The completion of this facility will provide quality housing to local residents who currently have very few affordable options.”

The three-story, garden style community is designated to receive a LEED Platinum rating and is situated on 3.34 acres with two separate sections: one for families and one for seniors. Located at 111 South College Avenue near the Claremont Village, the community offers the following features:

- A building for seniors with an elevator, recreation space and 38 one-bedroom apartments.
- Family apartments spread across two structures, consisting of 36 two- and three-bedroom apartments, each with two bathrooms.
- On-site amenities including convenient laundry facilities and a clubhouse with offices, a multipurpose room, kitchen and computer lab.
- A swimming pool, patio dining area with barbecues and a children’s playground.

Courier Place is centrally located within a one-mile radius of various schools, a commuter train station and a number of retail and dining establishments, providing optimum convenience and a high standard of living for residents.

Jamboree Housing Corporation’s Housing with HEART service also offers free programs and resources for residents including health and fitness classes, educational enrichment for young people, and community building activities.

“Courier Place serves two important objectives: it will meet the market’s need for new affordable housing options and provide high-quality housing that residents can be proud of,” said Gaber.

Financing partners for the project included WNC, the City of Claremont, Claremont Redevelopment Agency, US Bank, Community Development Commission of the County of Los Angeles, and the U.S. Department of Housing and Urban Development.

The LIHTC program is an indirect Federal subsidy used to finance the development of affordable rental housing for low income households. Additional information is available at www.hud.gov/offices/pd/affordablehousing/training/web/lihtc/basics/.

**DESERT HILLS PREMIUM OUTLETS IN CABAZON PLANS FOR EXPANSION**

The Desert Hills Premium Outlets in Cabazon is launching a $100 million expansion project that will add more than 158,000 square feet of retail space and a four-story parking garage. It’s estimated the project will generate 400 new jobs. Continued on page 24
Real Estate...

continued from pg. 23

The Riverside County Board of Supervisors voted 4-0 Tuesday to approve a plot plan for the expansion. Supervisor John F. Tavaglione was not present.

Work is expected to begin this summer and to be completed by 2014. The two-year construction project is estimated to bring in as many as 500 construction jobs, according to center representatives.

The project will create more than 1,100 new parking spaces, for a total of more than 2,500. A local landowner raised objections to the project Tuesday, citing concern about traffic and noise in local neighborhoods. Representatives for the center said street improvements, including new signals and road extensions, were included in the plan to help ease traffic at the site.

With approvals in place, the company now can focus on lining up retailers for the site, Rothstein said. Some existing retailers likely will relocate to larger locations, and many new names will be added. “We want to offer something for everyone,” she said.

Rothstein said the Cabazon

continued on page 31

ARMC Director...

continued from pg. 22

said Petre, who becomes one of just two BOH Executive Committee members from California. “This is a unique opportunity to provide a strong voice on behalf of our Medical Center and the patients we serve in matters that directly impact the quality of care we are providing.”

Petre, ARMC’s director since 2007, is filling a position on the

BOH Executive Committee vacated by the resignation of a former member. His current term runs through May; at that point he will be eligible for a full term of three years through a standard nomination and elected process.

During his tenure at ARMC, Petre has guided the Medical Center through a period of extensive expansion. ARMC added 83 surgical beds to its sixth floor, and opened a three-story, 63,000-square-foot medical office building that has enabled ARMC to expand and open new patient services. Also during his tenure, ARMC has expanded its services lines with the addition of a primary stroke center, the first of its kind in the county, a palliative care program, and enhanced cancer care program.

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ARMC Director...

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continued on page 31
International Trade Key to Recovery in the Inland Empire

On March 26, Under Secretary of Commerce for International Trade, Francisco Sánchez, delivered the keynote remarks at a meeting with the California Inland Empire District Export Council and Inland Empire Partners, organizations who are committed to helping local companies sell their goods and services abroad in order to support the local economy.

In the remarks, Sánchez shared insights about job creation and the importance of the synergy of the relationships among the Inland Empire U.S. Export Assistance Center (USEAC) and its many partners. The Inland Empire USEAC increases its effectiveness due to its large number of close partnerships. In working together closely, partnerships like these enable each organization to draw on the others’ strengths in order to reach their shared goal of increasing exports.

Under Secretary Sanchez presented the U.S. Department of Commerce, U.S. and Foreign Commercial Service Export Achievement Award to Casa Herrera. The company was founded more than 60 years ago by Frank Herrera. Frank’s first sales job led him through the labor camps in the central valley of California where he mainly encountered Latino laborers. He knew that tortillas were a main staple of the laborer’s diet, but he noticed that tortillas were unavailable and scarce in the labor camps. He saw a need and had an idea to fill that need and perseverance to turn that idea into a business.

He started manufacturing small tortilla machines and sold them to labor camps. Casa Herrera is now a leading designer and manufacturer of custom machinery for foods such as tortilla chips ... pita bread ... and pizzas. Under the leadership of Herrera’s son, Alfred — Casa Herrera creates food manufacturing machinery that can produce up to 7,700 dozen tortillas per hour, and chip lines producing up to 5,000 pounds of tortilla chips per hour.

Casa Herrera sells equipment all over the world to food manufacturers in the United States, Canada, the United Kingdom, Spain, Greece, Norway, Ireland, Italy, Finland, Egypt, Cyprus, South Africa, Philippines, China, Malaysia, South Korea, Russia, Germany, Brazil, Honduras, Ecuador, Argentina, Japan, Taiwan, and Australia.

The company is headquartered in Pomona and employs over 130 people throughout Southern California. Casa Herrera has been working with Fred Latuperissa, director at the United States Department of Commerce, in collaboration with Pellson Lau, SBA regional manager, for the past 15 months in efforts to expand its ability to export and to improve the local economic climate in the Inland Empire region.

In addition to the award presentation, an Export Promotion Partner Memorandum agreement between California State University, San Bernardino’s President Karnig and Undersecretary of Commerce Sanchez was signed during a ceremony at the DoubleTree meeting in Ontario. CSUSB’s agreement is with the U.S. and Foreign Commercial Service, International Trade Administration and U.S. Department of Commerce. The partners will work together to increase awareness of exporting and foreign trade among the U.S. business community, particularly small- and medium-sized businesses, and the general public. They will cooperate on promotional activities and programs, including direct mail campaigns and trade show appearances.

The program hopes to educate the public about the economic benefits of exporting, including growth and job creation, as well as create awareness of the resources provided by the U.S. Commercial Service.

CSUSB’s role in the partnership stems from its interest in ensuring the region’s economic recovery, which it hopes will be achieved in part through increasing U.S. exports.

“International trade is very important to rebuiding the economy of the Inland Empire, and we are helping to find markets for local goods and services overseas,” said Larry Sharp, CSUSB vice president of advancement and a member of the California Inland Empire District Export Council. “Because of the Internet, people who never had any connection to the world have been able to develop e-commerce businesses with people around the world, so we need to help educate them in foreign trade and exporting.”

The university hopes to eventually develop a resource center to assist business owners in doing business internationally.

CSUSB currently operates the Inland Empire Center for Entrepreneurship, which works with the Inland Empire business community to provide focused business counseling and training programs to assist current and aspiring business owners.

advances from the secretary and people close to him, Mr Li found out in early 2009 that he was the target of a police investigation. “I hadn’t done anything wrong so I refused to meet with them and just went about my business as usual,” Mr Li says.

At the time he was one of Chongqing’s 30 richest men. His extensive investments in property, petrol stations, nightclubs, finance and hotel management were earning combined annual revenues of about Rmb 1bn ($159m), and he estimates his total assets at that time at about Rmb 4.5bn.

But by June 2009, dozens of business people were being arrested as the “smash black” typhoon engulfed the city. As the authorities closed in, Mr Li transferred ownership of his companies to his brother, Li Xiuwu, and his nephew, Tai Shihua, both of whom were low-level employees on salaries of Rmb 8,000 a month. He also divorced his wife, in an attempt to protect her and their two young daughters, and fled Chongqing.

He later learnt that on August 22 2009 Mr Wang, the police chief in charge of the “smash black” campaign, had personally signed an order establishing a joint military and civilian task force to investigate his case. While on a secret visit to his family in Chongqing on December 4 the same year, he was snatched by police, hooded, handcuffed and taken for interrogation.

Over the next three months, Mr Li says he was subjected to long periods of physical and mental torture as his captors tried to extract confessions that he was a mafia boss engaged in bribery, gun-running, pimping, usury and supporting illegal religious organisations. The interrogations were mostly conducted while he was chained hand and foot to a “tiger bench,” a straight-backed steel chair with ridged steel bars instead of a seat, and he was often beaten, kicked and hit with electric batons.

For the first month he was kept in the Chongqing municipal number one detention centre with dozens of other businessmen accused of running criminal gangs, all of whom he says were tortured to extract confessions. His extremely detailed account, including names, dates, locations and cell numbers, is corroborated by lawyers who defended some of the accused businessmen and say that torture was widely used in the campaign.

“Some of the methods employed in Chongqing were even rare in feudal society,” writes Prof Tong Zhiwei of East China University of Politics and Law, who recently submitted a detailed report to the central government on Chongqing’s crime-fighting campaign. “One method was to secretly detain anyone who might testify on behalf of the accused and another was to detain any family members who spoke out.”

Secrets of A... continued from pg. 11

Western Areas Luring New Tenants, Recovery in Perimeter Slower to Take Shape

Real estate operations in the Inland Empire’s gateway cities will continue to rise from a cyclical trough, while performance in outlying areas will remain stifled by slow job gains. Space demand improved over the last two years, but has remained asset and location specific. Areas with major job centers and large retail districts, such as Rancho Cucamonga/Chino and Moreno Valley/Riverside/Corona were the first to enter a transition, and will field the bulk of tenants in 2012. Absorption in these areas will be driven by discount brands filling dark space. Nordstrom Rack, for instance, will occupy 35,000 square feet in Tencore, while TJ Maxx inked a deal for 50,000 square feet in Corona. National brands will even stretch their sales coverage into outlying areas, highlighted by Macy’s 100,000-square-foot commitment at the Mall of Victor Valley, but lease-up efforts in bedroom communities will trail the overall market.

Deal flow will rise in 2012 as buyers with a five- to 10-year horizon acquire assets ahead of projected revenue gains. Geographic sales patterns will mirror leasing trends, though, as buyers and lenders continue to discriminate, preferring assets west of Interstate 15. Anchored centers in Chino and Rancho Cucamonga will trade at cap rates in the mid-7-percent range, 50 basis points below similar assets in tertiary areas. However, the rate of closings will hinge on the pipeline of bank-owned listings, as many owners lacking motivation to sell. Nonetheless, numerous operators in gateway cities have been unable to avoid distress, which will result in well-located REO deals trickling to market. The presence of REO deals will also influence sales trends in outlying areas as banks sell assets to cash buyers below replacement costs.

2012 Market Outlook

- 2012 NRI Rank: 30, No Change. Above-average vacancy prevented the Inland Empire from advancing in the NRI, despite improving operations.

- Employment Forecast: In 2012, employers will expand payrolls by 18,000 jobs, a 1.6 percent gain, following the addition of 20,800 positions last year.

- Construction Forecast: Builders will deliver 150,000 square feet this year, which is more than 90 percent below the annual average completed between 2005 and 2009.

- Vacancy Forecast: Vacancy will fall 40 basis points in 2012 to 11 percent, after retreating 10 basis point during 2011.

- Rent Forecast: Asking rents will tick up 6.3 percent this year to $20.52 per square foot as effective rents gain 0.4 percent to $17.52 per square foot.

- Investment Forecast: Cap rates will vary by region. Strip centers to the west will sell at cap rates starting in the mid-7-percent range, while those farther east could 50 to 100 basis points higher. Meanwhile, top-tier single-tenant deals near coastal counties will sell in the low-6-percent range.

2012 Annual Retail Real Estate Report
Question Your Way to a Job Offer: Ten Power Questions
YOU Should Ask to Distinguish Yourself During a Job Interview

By Andrew Sobel and Jerry Panas

Got a job interview coming up? Don’t waste your energy thinking up talking points to impress the interviewer, advises Andrew Sobel, author of “Power Questions.” Nothing you can tell him or her will ever equal the impact of what you can ask.

After months of searching, you’ve finally landed an interview for the job of your dreams. You’ve chosen your wardrobe, Googled the company so you can intelligently discuss the issues, and thought through questions you may be asked. That’s all fine, says Andrew Sobel. But if you haven’t brushed up on the questions you want to ask the interviewer, you’re missing a key part of your preparation—the part that may win you the job.

“If you talk to recruiters and executives who are actively hiring, they will tell you that there are three types of questions they get: no questions, bad questions, and—very rarely—memorable questions,” says Sobel, author of “Power Questions: Build Relationships, Win New Business, and Influence Others.” “And the candidates who ask the memorable ones are often the ones they make offers to.

“A recruiter for a well-known, fast-growing technology company told me, ‘You’d be surprised how many job candidates have absolutely no questions for me at all, or they ask dumb or boring questions like ‘So what do you do?’’” he adds. “By asking questions—not just any questions but memorable, thought-provoking ones—you come across as a cut above the average candidate.”

It makes sense. After all, anyone can anticipate common interview questions and craft what they think are impressive answers ahead of time. But candidates who ask insightful, incisive questions prove they’re thinkers and connectors.

“You can tell people all day long how qualified you are, how talented you are, and what a tremendous asset to the company you would be,” says Sobel. “But no statement is ever as impactful as a well-timed, well-executed question. In all situations, power questions help us connect and engage with others in meaningful ways.”

You want a recruiter or executive who interviews you to tell a colleague afterwards, “I had a great conversation with that candidate. He had really thought a lot about our business.” That’s what gets you the callback, explains Sobel. And good questions are the way you create a thought-provoking, value-added conversation.

First, avoid these types of questions in a job interview:
- Informational questions: Don’t take up a manager’s time asking, “How much vacation will I get?” Get the basic information you need before you go in for an interview.
- Closed-ended questions: If someone can give a “yes” or “no” answer, it diminishes your prospects for having a good conversation.
- “Me” questions: An executive is interested in how you will add value to her organization and whether or not you’re a good fit. Skip questions like “I skydive every Saturday—so will I ever be asked to work weekends?”

That said, here are the kinds of questions you should be asking in a job interview:

1. Credibility-building questions: “As I think back to my experience in managing large sales forces, I’ve found there are typically three barriers to breakthrough sales performance: coordination of the sales function with marketing and manufacturing, customer selection, and product quality. In your case, do you think any of these factors are holding back your sales growth? What do you believe are your own greatest opportunities for increasing sales effectiveness?”
2. “Why?” questions: “Why did you close down your parts business rather than try to find a buyer for it?” or “Why did you decide to move from a functional to a product-based organization structure?”
3. Personal understanding questions: “I understand you joined the organization five years ago. With all the growth you’ve had, how do you find the experience of working here now compared to when you started?”
4. Passion questions: “What do you love most about working here?”
5. Value-added advice questions: “Have you considered creating an online platform for your top account executives, so that they can share success stories and collaborate better around key client opportunities? We implemented such a concept a year ago, and it’s been very successful.”
6. Future-oriented questions: “You’ve achieved large increases in productivity over the last three years. Where do you believe future operational improvements will come from?”
7. Aspiration questions: “As you look ahead to the next couple of years, what are the potential growth areas that people are most excited about in the company?”
8. Organizational culture questions: “What are the most common reasons why new hires don’t work out here?” or “What kinds of people really thrive in your organization?”
9. Decision-making questions: “If you were to arrive at two final candidates with equal experience and skills, how would you choose one over the other?”

In general, says Sobel, good questions prove you’ve done your homework. They show you’re not just concerned about yourself but that you’ve given some thought to the future of the company. They allow you to demonstrate your knowledge without sounding arrogant. And they greatly improve your chances that the interviewer will like you—and we tend to hire those we like!

“If you want to be noticed by recruiters, don’t talk more,” he summarizes. “Instead, ask better questions. You’ll soon find yourself answering the best question of all: How soon can you start?”

About the Authors:
Andrew Sobel is the most widely published author in the world on client loyalty and the capabilities required to build trusted business relationships. His first book, the bestselling “Clients for Life,” defined an entire genre of business literature about client loyalty. In addition to “Power Questions,” his other books include “Making Rain” and the award-winning “All for One: 10 Strategies for Building Trusted Client Partnerships.” He can be reached at www.andrew-continued on page 35
structure is located within the boundaries of a local agency that provides fire protection services. Proponents of the fire tax argued that this plan was necessary to protect General Fund dollars for fire protection in State Responsibility Areas. But in practice, the 2011-12 majority vote budget uses the fire tax as a revenue stream to pay for a portion of the CalFire budget. This has enabled the Legislature to redirect General Fund dollars to other priorities, such as funding additional benefits for long-term Welfare recipients. The fire tax will not provide any additional fire protection for residents living in State Responsibility Areas. It has also been argued that the new state fire tax amounts to double taxation on homeowners in the affected areas, as many already pay locally-assessed fees for fire protection services.

Fire Tax May Violate Proposition 26

When the Legislature voted to impose the new fire tax, they did so using the provisions of Proposition 25, which allows the budget to be enacted by a majority vote of the Legislature. Proposition 25 also allows so-called budget “trailer bills” to also be enacted by a majority vote. Trailer bills are the policy changes necessary to implement the budget.

Taxpayer advocates and Republican lawmakers have argued that passing the fire tax by a majority vote of the budget may violate another provision of the state constitution that was also enacted by voters in the 2010 election.

Proposition 26 requires that any new fee or tax that broadly benefits the public must receive a two-thirds vote of the Legislature in order to pass. As the new fire tax is being used for activities that are currently funded by the General Fund, legal experts have argued that its adoption by a majority vote of the Legislature violates Proposition 26. Taxpayer advocates have vowed to challenge the constitutionality of the fire tax in the courts.

2012-13 Budget Relies on Potentially Illegal Tax Increase

Once fully enacted, the governor’s Department of Finance expects the fire tax will generate $50 million in revenue in the 2011-12 fiscal year and $88 million in 2012-13.

Because of the controversy surrounding the fire tax, the state has been unable to collect it in the current fiscal year. This has forced the Brown Administration to borrow $50 million from the General Fund in anticipation of receiving this still-uncollected fire tax revenue. In all likelihood, both the fire tax in 2011-12 and 2012-13 will be collected in 2012, bringing the one year cost to homeowners a whopping $300 per structure.

But the prospect of a major lawsuit from taxpayer advocates puts this revenue source at risk in both the 2011-12 and next year’s 2012-13 budget. By relying on the fire tax to generate $88 million in new revenue in the 2012-13 budget that may never materialize, this could create an additional hole in the governor’s budget.
<table>
<thead>
<tr>
<th>Facility Address</th>
<th>City/State/Zip</th>
<th>Meeting Rooms Total</th>
<th>Sq. Ft. Capacity</th>
<th>Largest Meeting</th>
<th>Year Built</th>
<th>Last Renovated</th>
<th>Owner Headquarters</th>
<th># of Rooms # of Suites</th>
<th># of Banquet Rms.</th>
<th>Room Rate Range</th>
<th>Amenities</th>
<th>General Manager</th>
<th>Convention Contact</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
</table>
## Meeting Facilities

### Ranked By Total Square Feet of Meeting Facilities

<table>
<thead>
<tr>
<th>Facility Address</th>
<th>City/State/Zip</th>
<th>Meeting Rooms:</th>
<th>Largest Meeting:</th>
<th>Owner Headquarters</th>
<th>Amenities</th>
<th>General Manager</th>
<th>Contact Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kellogg-West Conf. Center &amp; Lodge</td>
<td>210 3811 W. Temple Ave. Pomona, CA 91768</td>
<td>20</td>
<td>2,820 1972</td>
<td>Cal Poly Pomona Foundation Pomona, CA</td>
<td>85 WND Complete Meeting Packages, Full-Service Conference Center, B.F.H.J.L.N.R.R.S.X</td>
<td>Cameron Edmonds</td>
<td>(909) 869-2228/869-3026</td>
<td><a href="mailto:cedmonds@cpomona.edu">cedmonds@cpomona.edu</a></td>
</tr>
<tr>
<td>Lake Arrowhead Resort</td>
<td>21 27944 Hwy. 189 Lake Arrowhead, CA 92352</td>
<td>10</td>
<td>4,000 1982</td>
<td>Capital Pacific Roseville, CA</td>
<td>$149-299 C.R.F.P.G.S.H.L.N.R.R.S.T, O.C.N.D,ST</td>
<td>Chris Clime</td>
<td>(760) 335-6114/744-3088</td>
<td><a href="mailto:info@lakehart.com">info@lakehart.com</a></td>
</tr>
<tr>
<td>Holiday Inn Palm Springs-City Center</td>
<td>27 1601 E. Palm Canyon Dr. Palm Springs, CA 92264</td>
<td>5</td>
<td>3,128 1969</td>
<td>Barneys Hospitality San Diego, CA</td>
<td>$75-110 Olympic Size Pool, 2 Therapy Jacuzzi, 3 Hole Putting Green, na</td>
<td>David Currell</td>
<td>(760) 332-1711/332-2126</td>
<td><a href="mailto:dalc1@hilton.com">dalc1@hilton.com</a></td>
</tr>
<tr>
<td>Shilo Hills Suites</td>
<td>27 3101 Temple Ave. Pomona, CA 91768</td>
<td>13</td>
<td>5,500 1983</td>
<td>Shilo Inn, Inc. Portland, OR</td>
<td>$99-195 Complimentary Breakfast Buffet, na</td>
<td>James Myers</td>
<td>(909) 598-6656/598-4888</td>
<td><a href="mailto:jmyers@shilo.com">jmyers@shilo.com</a></td>
</tr>
<tr>
<td>Best Western Heritage Inn</td>
<td>31 8779 Spruce Ave. Rancho Cucamonga, CA 91730</td>
<td>3</td>
<td>1,300 1994</td>
<td>Great Western Hotels Corp. Orange, CA</td>
<td>$89-159 Heated Pool &amp; Spa, Continental Breakfast, Premotion Movie &amp; Sport TV</td>
<td>Jenny Lin</td>
<td>(909) 446-6111/486-3876</td>
<td><a href="mailto:jennylin@doubletreeclaremont.com">jennylin@doubletreeclaremont.com</a></td>
</tr>
<tr>
<td>Best Western Inn Suites</td>
<td>31 3409 Shelby St. Ontario, CA 91764</td>
<td>3</td>
<td>1,500 2009</td>
<td>James Worth Phoenix, AZ</td>
<td>$89-129 Comp. Bldg. Buffet, Comp. Social Hour, BBQ Grill, no</td>
<td>Peter Niles</td>
<td>(909) 466-9897/441-4374</td>
<td><a href="mailto:pniles@nexusinn.com">pniles@nexusinn.com</a></td>
</tr>
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Secrets of A...

Many political insiders and analysts argue that Mr Bo’s primary aim in the crackdown was to discredit Wang Yang, his predecessor as Chongqing party secretary and his main rival for a spot on the politburo standing committee. Most of the targeted Chongqing business people and officials had flourished under the administration of Wang Yang (who is unrelated to Wang Lijun). The most prominent casualty of the campaign was Wang Yang’s former deputy police chief, who was executed in July 2010.

Known as the “two cannons” for their outspoken politicking and rivalry, Mr Bo and Wang Yang have presented very different visions for China’s future, with the latter – now party secretary of Guangdong province in the south – arguing strongly for a fresh political and economic approach.

“China is now at an historic crossroads – either it turns towards political reform, as people like Wang Yang are advocating, or returns to a new cultural revolution, as Bo Xilai would like,” says Jiang Weiping. Mr Jiang, a veteran Chinese journalist now based in Toronto, was sentenced on Mr Bo’s orders to eight years in prison in 2001 for writing three critical articles in a Hong Kong magazine. “If Bo wins and China turns back, that would be a disaster for the country and the world.”

The attempted defection and subsequent detention of Wang Lijun appear to have ruined Mr Bo’s chances and prompted a wave of revelations about his heavy-handed campaigns.

According to Mr Li and numerous other witnesses, the most brutal treatment was meted out in secret detention chambers and “ranches” scattered around the city, where prisoners were taken for torture sessions.

Mr Li was taken to a specially constructed interrogation cell at the Chongqing arsenal storage military facility on December 31 2009. There, he was tied to a tiger bench for six days and six nights, and kept awake with high-wattage floodlights, electric shocks and repeated beatings. When he became incontinent, he was forced to sit in his own filth.

When he was given a list of 20 senior military officers and told to accuse them of breaking the law, he says, he realised Mr Bo hoped to use him to purge political opponents.

On about February 10 2010, after weeks of such treatment, his captors said he could be free of his torment if he agreed to pay Rmb40,043,400 to the military unit from which he bought the Shangri-La land. They told him they had decided he was innocent of major crimes but had breached his land sale contract with the military.

Official documents from mid-2009, seen by the FT, show it was in fact the military unit that was in breach at that time and that there was no outstanding dispute between the two sides just two months before the task-force was set up to investigate Mr Li. “When they told me I’d breached the contract and would have to pay for my freedom I felt I had been kidnapped by a group of bandits,” Mr Li says.

“But I didn’t have any other choice.”

Analysts and experts say the huge expense involved in funding the Chongqing model’s extensive social programmes demanded new sources of revenue and appropriating “illegal” assets was seen as a neat solution.

“The primary and basic goal [of the “smash black” campaign] was to weaken and eliminate private businesses and the relevant companies and entrepreneurs, thereby strengthening state-owned enterprises or local government finances,” Prof Tong wrote in his report. “The most striking result of Chongqing’s anti-mafia war on crime was the large number of private entrepreneurs who lost their money, power and families.”

Real Estate...

expansion is a response to consumer and merchant demand.

With its mix of upscale names—including Burberry, Prada, Gucci, Giorgio Armani and, recently, Versace—Desert Hills is “desirable and distinctive,” she said. It’s also a highly productive property, generating sales of nearly $1,000 per square foot, she said.

“Desert Hills Premium Outlets has always been one of our star properties,” Rothstein said.

Even during the recession, the center remained a draw, she added. Though some outlet mall customers stopped shopping, other consumers turned to outlet malls in search of value. The center also saw more international visitors, she said.

Supervisor Marion Ashley, who represents the county’s fifth district that includes Cabazon, said the outlet malls — there are two in Cabazon — are the single biggest sales tax generators in the unincorporated portions of the county. People visit them from as far as 40 or 60 miles away. Some come by bus, combining a visit to the Morongo Casino, Resort & Spa with lunch and a trip to the shops.

The expansion will be an additional boon, with no out-of-pocket cost to the county, he said. “This is a great economic stimulus.”

Ashley said Simon has been working with county economic development officials on plans for the expansion since 2007. The company’s decision to pull the trigger on it now is a good economic sign, he said.

Cabazon has one of the highest unemployment rates in the county, so the jobs are needed, he said. Ashley plans to recommend a job fair and to encourage the center to hire local residents.

“This is going to be a tremendous boost to the county coffers overall.”

**RANCHO CUCAMONGA FACILITY TO HOUSE CUSTOM GOODS**

Custom Goods LLC, a third party logistics provider based in Carson, inked a lease for a 240k-square-foot industrial building in Rancho Cucamonga. The property is located at 12200 Arrow Route Road and offers prominent visibility from California Freeway’s Interstate 15. Ruben Goodsell, Michael McCrary and Peter McWilliams of JLL represented the landlord in the deal, TIAA-CREF. Custom Goods was represented by Newmark Knight Frank’s Matt Moore, Wes Hunnicutt, Brian Bennett (all based in the firm’s Orange County office) and Joe Fabian (who is based in the Hayward office of Cornish & Carey Commercial Newmark Knight Frank).

“The lease gives Custom Goods an entry into the Inland Empire marketplace,” says Moore. “The location allows the company to enhance relationships with existing clients, as well as develop new accounts.”

**MORENO VALLEY SPORTS AUTHORITY Sells for $7.9 MILLION**

A 40k-square-foot retail property occupied by Sports Authority in Moreno Valley sold for $7.85 million ($196/sf). Built in 2009 and situated on 3.35 acres, the property is located at 12450 Day Street, within the area’s main retail corridor at the intersection of the 60 and 215 Freeways.

Sports Authority is located within the TownGate Crossing retail center. The center’s freeway-adjacent location is known as the “Gateway” to northeast Riverside and western Riverside County. It is also adjacent to the Moreno Valley Mall, a two-level 1.1m-square-foot super-regional mall anchored by Macy’s, Sears, JC Penney, and Harkins 16-Screen Theatre. Dubbed the Day Street retail corridor, which totals approximately 3.5m square feet, the shopping district services the

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On March 5, 2010, Mr Li was released after paying the “fine,” and was given a set of documents from his captors stating they had found no evidence of any crimes and he was to be regarded as a person of good standing.

Mr Li later learnt that the military unit that accepted his payment rewarded his police interrogators with a Rmb100,000 bonus and invited them to an army shooting range to fire heavy machine guns and drink special Moutai liquor reserved for officers.

The police unit that investigated Mr Li refuses to comment. The Chongqing municipal police department says the case has “not yet been resolved” and reporting on it is forbidden. Mr Bo and his administration declined to be interviewed for this article. State media reports refer to Mr Li as a mafia godfather and accuse him of many of the same crimes that his interrogators exonerated him of.

Within months of his release, with his business in tatters, Mr Li received an anonymous tip-off that he was about to be arrested again and, with the help of his wife, he managed to escape from another city in China to Hong Kong in October 2010. As soon as he landed he discovered his wife and 31 family members and company employees had been arrested immediately after his escape.

His brother and nephew, to whom he had transferred his assets, were sentenced last year to respectively 18 and 13 years in prison for being “mafia bosses,” and the rest of his family and employees were given sentences ranging from eight months to several years. For helping him escape, his ex-wife was sentenced to one year in prison. The government seized virtually all his assets.

State media have reported that security agents are scouring the world to find him, and Mr Li claims...
For Planning 2012 Advertising, Marketing, and Publicity With The Inland Empire Business Journal

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This Month’s Restaurant Review Will Feature

Jerry D. Mead’s New World International Wine Competition

NWIWC has consistently been named as one of the top competitions for over 15 years. It is the only competition in America, and perhaps the world to pit the best wines from each price class against each other to determine an overall best of variety or type.

Jerry D. Mead was a well known and syndicated wine columnist, publisher, and consultant. Mead was also founder of the world’s largest California-only wine competition, the Orange County Fair Commercial Wine Competition.

The competition is open to wines produced anywhere in the “New World,” including all of North America, Central America, and South America, Australia, New Zealand, South Africa, Asia and Europe. It is also open to all varietals, generic and proprietary wines grown in those regions and made from traditional grapes or other fruits and/or berries. All wines are judged by price category, ranging from inexpensive through moderate to premium or super-premium prices. Each wine is judged against all others of its type and also against its price peers. Consumers are informed as to best wines in each price category.

It is the only competition in America, and perhaps the world to pit the best wines from each price class against each other to determine an overall best of variety or type. It is the first American competition to offer not only silver, gold, and platinum medals for excellence, but also to offer sponsored trophies to recognize “Best of Class” and “Best of Show” wines—up to four sugar classes, where appropriate, for table wines, and three for champagnes and sparkling wines.

All judges are qualified professionals. All wines judged “double-blind,” that is, the judges not only do not know the identity of the wines they are tasting, nor do they continued on page 37
And The Addy... continued from pg. 12
with the City of Upland to help the city promote its annual lemon festival last year. The agency rebranded the event, providing a new logo, tagline and a multi-media campaign that included posters, flyers, banners, KVCР sponsor segments and direct mail. Both the logo and the campaign were awarded gold ADDYs. Echo’s Best of Show winner was a business-to-business direct marketing kit designed to help ion1 Financial, an investment management firm. The other gold ADDYs were for an online website it created for action sports manufacturer, Kali Protectives, and for the package design of Believe, a line of environmentally-friendly cleaning products. Silver and bronze awards were awarded for the agency’s work in categories including business to consumer website, business-to-business website, online video, brochure/catalog, logo and mixed media campaign.

Question Your... continued from pg. 27
sobel.com

Jerry Panas is executive partner of Jerold Panas, Linzy & Partners, one of the world’s most highly regarded firms in the field of fund-raising services and financial resource development. Jerry is the author of 13 popular books, including the all-time bestsellers “Asking and Mega Gifts.” He can be reached at www.jeroldpanas.com.

Flight of a... continued from pg. 8
These people believe Mr. Wang’s decision to betray his master came when Mr. Bo tried to pre-empt his enemies by taking Mr. Wang down himself. As one person with close ties to the country’s top leaders puts it: “In Chinese we say, tu si gou peng – when the dog is no longer needed, he is boiled for food.”

Executive Notes... continued from pg. 3
planned and pieced together the 1965 opening of the new college. He built and then set the stage for the new campus, hired an outstanding cast of faculty and staff, and wrote a remarkable script for CSUSB’s future. When California State College at San Bernardino opened its doors on Sept. 28, 1965, he welcomed the first class of 293 students and 93 faculty and staff.

His truly extraordinary leadership, dedication and perseverance made it possible for CSUSB to become an enormously successful institution, and his long-lasting contributions are etched into the history of Cal State San Bernardino and the entire Inland Empire region.

John’s vision was to emphasize traditional liberal arts, based on the Ivy League schools and the small, selective private liberal arts colleges in the East and Midwest. Activities both in and out of the classroom were designed to build on a broad critical thinking focus, and he assembled a staff of superb senior and junior faculty. Many years after he retired, he looked back proudly with the knowledge that perhaps his greatest achievement was in bringing together an outstanding faculty and staff.

Indeed, his legacy will always be his unserving attention to the importance of high quality teaching and curricula.

Secrets of A... continued from pg. 32
to have reliable information that citizens are on his tail, forcing him to change countries and locations regularly.

Now virtually penniless and being supported by international human rights groups, he hopes to return some day to China but believes that will not happen unless Mr. Bo is deposed. “I am living evidence of the dark secrets of the Chongqing crackdown,” he says. “My case is a warning to the world of what could happen if Bo Xilai takes power.”

See related story on page 8

Hire Fast... continued from pg. 10
Sprint, and business owner of several small businesses, Nathan travels the country helping organizations achieve maximum success. His clients include US Army Reserves, Nationwide Insurance, Metro PCS, State Farm Insurance, Century 21, Jackson National Insurance Company and ThyssenKrupp Elevators. For more information, visit www.nathanjames.com or contact 972-377-0030.

Industrial... continued from pg. 22
manageable and port activity continues to increase, it is likely that the Inland Empire industrial market will continue to improve, and that lease rates will rise. Our advice to tenants: make deals now!

What the... continued from pg. 5
Medicare Advantage plans that receive five stars – the highest rating – will be able to market to and enroll seniors year-round, not just during the open enrollment period in the fall. That means seniors can switch to the best plans at any time. (To check your plan’s rating, go to www.medicare.gov.) Lastly, the ACA provides a variety of new tools to crack down on Medicare fraud.

The law not only toughens federal sentencing guidelines for fraud (meaning crooks will spend more time in prison), it also allows us to suspend payments to providers suspected of trying to rip off Medicare.

In addition, we’re now using sophisticated predictive analytics software to identify patterns of fraud and target crooks. This is the same type of software credit card companies use to stop fraud.

David Sayen is Medicare’s regional administrator for California, Arizona, Nevada, Hawaii, and the Pacific Trust Territories. You can get answers to your Medicare questions by calling 1-800-MEDICARE (1-800-633-4227).

Do you know someone who has been denied health insurance due to a pre-existing condition? If so, they may be eligible for the Pre-Existing Condition Insurance Plan. Call toll free 1-866-717-5826 (TTY 1-866-561-1604) or visit www.pcpic.gov and click on “find your state” to learn more.

Master’s Degree... continued from pg. 13
in the fall quarter. To graduate, students must complete 48 quarter-hour units.

For more information about the program, visit www.gvm.scc.leg/MPAC. call 951-827-6200 or e-mail mpac@ucr.edu.
“Leading at the Edge: Leadership Lessons From the Extraordinary Saga of Shackleton’s Antarctic Expedition (2nd Edition),” By Dennis N.T. Perkins with Margaret P. Holman and Jillian B. Murphy; AMACOM; New York, New York; 2012; 256 pages; $15.00.

World War I was less than a month old when a thoroughly qualified, though somewhat obscure Arctic explorer, Ernest Shackleton, set sail for the Antarctic. His help-wanted ad, made to gather his exploratory team, had to have been the most unusual, not to mention apocryphal, one in English newspaper history:

“Men wanted for Hazardous Journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour and recognition in case of success.”

What young Englishman could pass up that kind of offer? Shackleton was joined by 25 explorers, dogs to pull the sleds, and additional men to sail the Endurance, a small steamer that was to carry them to South Georgia Island. The Endurance carefully picked its way through ice after leaving the island, only to become frozen in the Antarctic ice pack. The ice crushed the boat, and they loaded three lifeboats with all the supplies they could, alternately pulling the boats across the ice, and rowing it through open expanses of sea.

At last they landed to remote Elephant Island. Shackleton knew the latitude and longitude of the place, just as he did the location of South Georgia Island. What he didn’t have was communications. That’s when he made several hard decisions. He, the captain, and two crewmen would sail the lifeboat across a few hundred miles of open ocean to South Georgia Island, where they would load up one of the sailing ships with supplies and return to rescue all of the stranded men on Elephant Island.

Against nearly impossible odds, Shackleton accomplished all of this. The entire effort, from start to rescue, took two years, and not a man was lost.

What does this true story of bravery and adventure have to do with business? Author Dennis Perkins puts it this way: “I believe that the leadership strategies that enabled Shackleton’s crew to beat the odds can be found in a set of principles common to many other stories of survival.

“The...ingredients are expressed in these 10 strategies: 1. Never lose sight of the ultimate goal, and focus energy on short-term objectives. 2. Set a personal example with visible, memorable symbols and behaviors. 3. Instill optimism and self-confidence...but stay grounded in reality. 4. Take care of yourself: Maintain your stamina and let go of guilt. 5. Reinforce the team message constantly: We are one—we live or die together. 6. Minimize status differences and insist on courtesy and mutual respect. 7. Master conflict—deal with anger in small doses, engage dissidents, and avoid needless power struggles. 8. Find something to celebrate and something to laugh about. 9. Be willing to take the Big Risk. 10. Never give up—there’s always another move.”

The book explains clearly and logically, how and why each of these 10 strategies is the key to the success of groups and organizations that are “at The Edge.” It also makes clear what the qualities are that makes a leader exceptional in difficult situations.

In addition the book points out what the nature of team work is that a leader can inspire.

The final portion of the book looks at the tools for leading at The Edge. These include ways to assess your own and your team’s skills, the vision to describe who you are and what you’re doing, and the ability to overcome barriers that could block your goals.

Well written and highly organized, “Leading at the Edge” offers readers a great way to overcome problems through leadership skills.

-- Henry Holtzman
Wine Market...  
**continued from pg. 7**

"From our very successful annual Hong Kong auctions, we have been servicing more and more collectors from China. I have no doubt in saying that the most important collectables market in the world is in the region."

China is the world’s fastest-growing wine consumption market, jumping by 40 per cent between 2006 and 2010, and a further 21.5 per cent in 2011, according to VINEXPO, an exhibition created by the Bordeaux Chamber of Commerce and Industry in 1981. Its study forecasts a further 54.25 per cent increase in consumption between 2011 and 2015, positioning China as the fifth-largest wine-consuming nation in the world, behind the United States, Italy, France and Germany.

UK specialist wine merchant Bordeaux Wine Investments (BWI) expanded to Hong Kong last October. The firm was established in 1998 to offer opportunities for private clients looking to buy, collect, consume and invest in fine Bordeaux wine. It has a sister company, Bordeaux Wine Locators, in the United States.

Managing Director Robert Lench said a prime focus of the firm’s global business development has been to access the growing market for high-quality wines in the Far East, principally Hong Kong. “We were sending someone out to the Far East about three times a year, so it was clear that soon we would need a permanent presence in the region.”

Starting with a small number of clients, Lench said the Hong Kong side of the business had been growing for a decade.

“We certainly noticed a significant increase in activity after the duty and taxes were abolished by the Hong Kong authorities. However, this was not the only reason for opening the office,” he said. “We have experienced a growing number of clients being introduced to BWI and transacting business with us. As the volume of clients grew, the constant message was that we could do so much more if we were represented in Hong Kong.”

The Panama...  
**Gradual turnover continued from pg. 43**

Panama, the southern most country in Central America. Panama’s eastern border touches Columbia in South America. Treaties approved by the people of Panama in 1977 and ratified by the United States in 1978 provide for the gradual turnover of the canal and the Canal Zone to the Republic of Panama by the year 2000.

How she works

The Panama Canal originally was 51 miles long. Ships cross by a system of lock enclosures that fills up with water to raise the ship high above sea level and then empty to lower it again. The canal follows the Chagres River Valley on the Caribbean side and passes through the Continental Divide at the Guillard Cut. The upper Chagres River is dammed to form Gatun Lake, one of the world’s largest artificial lakes. The lake is about 85 feet above the Atlantic, and serves as part of the Panama Canal. It is reached by a set of three locks.

There are three sets of locks—two at Pedro Miguel and one at Miraflores. All the locks are double or in pairs, allowing ships to pass in opposite directions at the same time. A hydroelectric station at Gatun Dam supplies electricity to operate water pumps and gates at the locks.

As years passed and technology improved, a high mast lighting system was added that allowed for safe night transits. A huge computer center controls and handles all the operations of the canal, each ship is monitored from a control center by a closed circuit TV. The widening the narrow, eight mile stretch of Gaillard Cut has allowed unrestricted two-way traffic and also the adding a new sea level canal so that it will receive the new larger ships that are being built today.

A lesson on how currency controls circumstance

Considering that the waterway was bringing more than $300 million a year into the local economy, the government in power during the turmoil with Noriega in May of 1989 did nothing to impede any ships going through the canal. I was on the Princess Cruise Lines Star Princess going through the Canal that May day in ’89 when things got serious and U.S. dependents were ordered to leave Panama and return to the U.S. The only evidence on our ship that something was unusual was happening that day was the presence of a small contingent of armed marines sunning themselves on one side of the locks and a couple of army helicopters hovering overhead on what looked like a practice maneuver. Thinking about it later it all seemed ironic.

After experiencing the wonder of the creation of the Panama Canal, one can really come to believe that all dreams are possible.

Camille Bounds is the travel editor for Inland Empire Business Journal and she is also the Travel Editor for the Western Division of Sunrise Publications.
SBA Announces...

continued from pg. 3
have registered for Supplier Connection.

The American Supplier Initiative is a call-to-action to the private sector to invest in their supply chains through small businesses. The initiative aims to address four key areas in which small business need help in order to become successful suppliers in the private sector: access to mentorship and counseling services, increased market and revenue opportunities, ready sources of capital to fund their growth, and a highly skilled workforce.

To date, several American Supplier Initiative announcements have already been made:

• SBA’s International Trade Loan expansion – This program provides small businesses with capital to finance their fixed assets, including real estate, and working capital needs. This program offers private lenders a 90 percent guarantee on loans up to $5 million as an incentive to encourage lending to growing small businesses. Small businesses may use the ITL program to on-shore and help bring jobs back to the U.S.

• Export-Import Bank’s Global Credit Express Product – This product is specially designed to deliver short-term working capital loans directly to creditworthy small business exporters. Through this new program, exporters may be eligible for a 6- or 12-month revolving line of credit of up to $500,000.

• CAPLines—SBA’s CAPLines program was recently revamped to help small businesses meet their short-term and cyclical working capital needs.

Identifying ways to strengthen small and medium-sized manufacturers is a priority for the administration and additional announcements under the American Supplier Initiative are expected to be rolled out in the coming weeks and months.

For more information on Supplier Connection, please visit: www.supplier-connection.net.

INLAND EMPIRE People and Events

Desert Outreach Foundation offering scholarships—Applications for the 2012 Desert Outreach Foundation’s annual scholarship program are available to download at the foundation’s website at www.desertoutreachfoundation.org.

A minimum of five scholarships of $1,500 per person will be awarded.

For more information visit www.desertoutreachfoundation.org or call 760-864-1234.

Montclair 2012 State of the City featuring A Taste of Montclair

Hosted by the Montclair Chamber of Commerce Montclair Community Center Wednesday, April 4, 2012 11:30 a.m. – 1 p.m.

For more information contact the Montclair Chamber of Commerce at (909) 624-4569.

The City of Desert Hot Springs donated $10,000 to the Desert Resource Center.

For more information about The City of Desert Hot Springs call at (760) 329-6411 or visit www.cityofdhs.org.
Communication. Like an ATM card, it lets you make payments and purchases by waving your smartphone in front of a reader, further advancing the paperless commerce move. According to *PC Magazine* (you’d expect them to be critical), Apple got an award for a new program allowing users to manage mobile credit payments with iTunes. Thus we can conclude that we will get something like it in the next unit. (In September?)

Then there is Flash Player. Flash is an Adobe program that runs videos, Steve Jobs was not impressed with it and refused to put it in his smartphones or pads. Jobs may have won this one from the afterlife as word has come that Adobe is stopping development of Flash Player in favor of HTML 5. Score another one for the Zen Master.

In the meantime IBM’s V.P. of Innovation has released his “5 In 5”—things he expects to be commonplace in five years. I am sure Tim Cook, Apple’s new CEO is listening, if not on top of it already. The list includes “Self-generating power.” It draws from the electricity we generate through our nervous system. (Call it “The Force.”) His list includes imagination contact with our computer units, instead of speech recognition or keystroking. (I think, therefore I Tweet.) He also predicts the end of what he calls “The digital divide” meaning that soon as much as 80% of the world can be connected as one. (Currently Somali refugee camps are not wired for Wi-Fi.)

The prediction I like best is bio-recognition. No more passwords. Check thumbprints or retina scans instead. You know my feelings about this. It’s a wise iPad that knows its own master.

*(Editor’s Note: False—never capitalized the “i.”)*

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**Ho Hum, Apple... continued from pg. 18**

University of California, Riverside, as well as the affluent communities of Canyon Crest, Wood Crest, Orange Crest, and Victoria. Dennis Vaccaro and Donald MacLellan of Faris Lee Investments represented the seller, Gateway Company L.C.

from Newport Beach. The all-cash buyer, Day Moreno Valley LLC, was an investor from China who was represented by a Michigan-based advisor. Escrow on the property closed in just 28 days.

“The Moreno Valley retail market has been depressed and there were several big box store vacancies near the Sports Authority location, however, the market is in a slow recovery and the location is prime—within the area’s main retail corridor directly off two major freeways,” said Vaccaro. The transaction was not without its challenges as the tenant has just eight years left on its lease and there were no rental increases remaining on the primary lease term.

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**Real Estate... continued from pg. 31**

The ReStore is a discount home improvement center, open to the public, that sells new and used building materials and furniture. All items sold at the ReStore are donated by local businesses and residents.

All proceeds are used in funding the construction of Habitat homes.

For delivery or pick-ups call 909.399.0202

Visit the ReStore today at 4609 Holt Blvd. Montclair, CA 91763
Open: Tuesday—Friday, 10 am–6 pm Saturday, 9 am–5 pm

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Recycle, Reduce, Reuse, Rebuild!
A dream of linking oceans
Man’s battle with nature has never been more dramatically told than through the true story of building a canal across the Isthmus of Panama.

The dream of linking the oceans, a dream as old as Balboa’s discovery of the Pacific, was first attempted by the French. Lucien Bonaparte Wyse had a great idea: Why not build a canal along the railroad route? He obtained the original concession to build a canal, and in 1878, sold his concession to Ferdinand de Lesseps, the builder of the Suez Canal.

Underestimation of the project
When de Lesseps formed a company to construct a canal across Panama, thousands of citizens rushed to invest their life savings. But de Lesseps underestimated the obstacles of climate, disease and terrain (nearly 30,000 men lost their lives in this venture. One of the surviving workers during this period was an unknown French painter named Paul Gauguin).

Shady financial manipulations and misleading cost estimates got the Panama Canal Company into trouble from the beginning; when a young politician got up in the Chamber of Deputies to announce that dozens of civil servants, newspapermen and politicians had been put on the canal’s company payroll in exchange for their favors, the resulting scandal rocked France. The company collapsed, politicians were disgraced, de Lesseps’ officials were sent to jail, and hundreds of small investors were plunged into poverty.

Successful U.S. undertaking
Twenty-five years later the United States, armed with advanced technology (for that time) and an effective campaign against the Andes Calopus mosquito (the cause of Yellow Fever), and a handful of heroic engineers persevered against incredible odds to finally achieve the dream.

In June 1902, the United States agreed to buy the concession of the French Company for $40 million if Columbia (who owned the isthmus at the time), would cede the strip of land across the isthmus. A treaty was signed in 1903 but the Colombian government was reluctant to ratify. Angered company agents and Panamanian businessmen plotted the secession from Columbia.

A revolt for the Canal Zone
With the support of the United States the Panamanians revolted and declared Panama a republic. Two weeks later the United States signed a treaty with Panama agreeing to pay the country $10 million plus $250,000 a year for the use, occupation and administration of a 10-mile wide strip along the canal, five miles on each side, the area known as the Canal Zone. Needless to say, fees for all activities have inflated exorbitantly and the canal has had major improvements since that time.

Organization, preparation, success
U.S. Army Colonel William Gorgas of the Medical Corps led the battle against disease, and U.S. Army Colonel George Goethals, chief engineer, succeeded where the French had failed. The United States took possession of the canal property on May 4, 1904. The first two and a half years were devoted to the careful preparation that brought health and efficiency to the operation; the actual reconstruction started in 1907. Goethals not only was the chief engineer but was also appointed governor of the Zone.

The highest toll—the lowest toll
On Aug. 15, 1914, the S.S. Ancon became the first ship to cross the canal. Up to the time of the crossing of the Queen Elizabeth II held the record of the highest toll of $97,696.38, the Princess Cruise Lines Star Princess in May of 1989 paid a whopping record breaking $116,000. The lowest toll of 36 cents in 1928 was paid by Richard Haliburton who swam across the canal in 50 hours in 10 days and paid by the ton rate. Mr. Haliburton weighed in at 150 pounds. At that time all fees were to be paid in cash and 48 hours in advance.

Routes of the world are changed
The Panama Canal changed the trade routes of the world at that time. It brought the Atlantic and Pacific coastlines of the United States closer by thousands of miles. If the Panama Canal had not been built, a ship going from San Francisco to New York would have had to sail around the tip of South America, adding 8,000 additional miles to the voyage. The canal places the eastern coast of South America and the Pacific coast of Asia within easy sea trading distance of each other.

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2012 Asia-US Business Summit
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WORLD TRADE WEEK

May 3rd-5th
Ontario Airport Hilton Hotel

Summit Hosted By:
United States Pacific Rim Chamber
Chinese American Federation
Global Brand Evaluation Center
China Light Industrial Corporation for Foreign Economic & Technical Co-operation

Summit Goals:
In recent years, the global economy has suffered from financial turmoil. Corporations are facing new challenges in an unprecedented international economic situation. The Business Summit serves the following three types of enterprises, giving priority to small and medium businesses.
• Enterprises looking for channels of distribution in the U.S.
• Enterprises interested in making investments and purchases in the U.S.
• Enterprises in pursuit of business opportunities in the U.S.
• U.S. business enterprises in pursuit of business opportunities internationally