ONTARIO INCREASES PRESENCE WITH BUSINESS OFFICE IN SHENZHEN, CHINA

Move Reflects Increasing Economic Value of International Trade to Ontario as Evidenced by Success of Local Companies

The City of Ontario announced a partnership with Henry Wang, founder of American Business Development Consulting, Inc., to run the City of Ontario’s new Shenzhen, China business office. The move marks Ontarios commitment to growing international trade by providing much needed Asian-based resources and contacts to Ontario companies interested in starting or expanding business activity in China.

According to the Department of Commerce, the number of U.S. Small and Medium-Sized Enterprises (SMEs) engaged in trade activity with China has been rising much faster than the number of large companies over the past five years, clearly making it the number one major market for growth among the SMEs. With SMEs as the backbone of the Southern California economy, Ontario is taking the lead in ensuring the future success of its SMEs to do business in today’s global marketplace.

The move also recognizes the vast economic importance of international trade in Ontario and the Inland Empire. According to Port Import Export Reporting Service (PIERS), total two way trade in 2004 for the Inland Empire was $8.1 billion. The City of Ontario led this regional activity with $2.8 billion in total 2004 trade or 38 percent of all Inland Empire trade.

The City of Ontario conducted its fifth trade mission in October 2006 to major cities in China, including Shenzhen. The purpose of
PUC TO HOLD PUBLIC MEETINGS ON 760 AREA CODE CHANGE

The California Public Utilities Commission (PUC), recognizing that there may soon be a shortage of available telephone numbers in the 760 area code, will hold public meetings to inform the public and to hear comments about area code change alternatives. The 760 area code is used by cities such as Barstow, Indio, Lec Ving, Palm Desert, Palm Springs, and Twentynine Palms. The scheduled public meetings are:

- Monday, February 5, 2007, 1:30 p.m. Local Jurisdiction Meeting for elected and appointed officials
- Tuesday, February 6, 2007, 7 p.m. Public Participation Meeting

All meetings will be held at the Board Meeting Room, 1275 Main Street, Suite 500, Los Angeles, CA 90013 or via e-mail to public.advisor@cal.com.

Can Asia Transition to Consumer Driven Growth

There is a monumental shift underway in the global economy. Developing countries, particularly in Asia, are closing the gap with the more industrialized world. For example, on a per capita income basis, Chinese living standards have jumped from 6% of the US level in 1990 to 18% today. If the country continues to expand at its current pace, living standards in China will converge with the U.S. within the next 30 years. The pattern is similar, though less dramatic, across the rest of Asia.

In order to move on the next stage of development, Asia must begin to generate internal sources of demand. While there is some evidence that this transition is underway, pieces of the puzzle are still missing. Economists in the industrialized world dream wistfully of an emerging consumer class in Asia that will eventually drive regional as well as global economic growth. Below we will explore whether this dream has a chance of becoming real.

Exports Matter, But Less Than They Used To

Exports continue to dominate in the Asian growth story. They account for anywhere between 30% of gross domestic product (GDP) in Indonesia to more than 120% in China. The regional average of exports to GDP is just over 40% compared to between 10% and 15% of GDP in the industrialized world.

The heavy reliance of Asian economies on exports is a byproduct of undervalued exchange rates which act as a subsidy for the export sector. This not only puts Asia at the mercy of global demand fluctuations, it also creates distortions including overinvestment in export-oriented industries at the expense of the domestic consumer market. This is clearly evident in ratios of business investment to GDP which average 34% in Asia compared to around 20% in industrialized economies.

Developing a Pan-Asian Consumer Market

Since the ultimate purpose of economic growth is to improve living standards at home, it continued on page 7
Fontana: A Change in Attitude

Attitude in Steps

Any Problem, Any Problem. No matter how complex, can be solved if approached with a creative strategy. Dr. Ammon-Wexler gives 10 steps to getting your mind in an optimal problem-solving state.

Interviewing and Hiring

You have ever wondered while interviewing a candidate, how will you suspend your own personal biases during the interview? You might want to read and learn how to do just that.

California Jobs Have Shifted Inland

California jobs have shifted inland over the past decade and a half; reflecting movement of the population. Between 1990 and 2005, the number of inland county workers increased by 37.8 percent, whereas the number of county jobs rose by 45.9 percent.

Senator Dutton Receives National Honor

Because of his decades-long support of homeownership and his role in the $38 billion infrastructure bond negotiation, Sen. Bob Dutton (R-Rancho Cucamonga) will be honored by the National Association of Home Builders (NAHB) during the trade group's International Builders' Show in Orlando, Florida, this month.

The NAHB Dutton receives the "Builder of the Year" award at the NAHB's Feb. 7 at the Orange County Convention Center in Orlando. Senator Dutton was nominated by the Building Industry Association Baldy View Chapter for the national award.

"We appreciate how you have remained steadfast fast in your commitment to upholding good public policy that helps more people attain the American dream of homeownership," said Carlos Rodriguez, senior vice president of the BIA Baldy View Chapter. "This past year you were exemplary in your leadership role in support of the passage of the continued on page 32.

SBA Day

The U.S. Small Business Administration will present SBA Day on Feb. 21st from 1:00 p.m. to 4:00 p.m. at the Ontario Convention Center. Sponsored by the City of Ontario, it is being presented in partnership with the Inland Empire Small Business Development Center (SBDC).

Small business owners will have the opportunity to meet one-on-one with lenders, learn about government contracting opportunities, meet contracting officers, learn about international trade and upcoming trade missions, and receive free on-site business counseling. A variety of both SBA and non-SBA lenders will be present.

In addition, the City of Ontario and the County of San Bernardino will have representatives on hand to discuss trade mission preparations.

This is a no-cost event with complimentary parking. For more information or to register contact the SBDC at (909) 781-2345 or www.iesmallbusiness.com. The U.S. Small Business Administration will present SBA Day on Feb. 21st from 1:00 p.m. to 4:00 p.m. at the Ontario Convention Center.

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Panattoni Begins Construction on New 450,000-Sq.-Ft. Rancho del Chino Shopping Center in Chino

Panattoni Development Company’s retail division, headquartered in Irvine, has announced that construction began in December on the Rancho del Chino shopping center in Chino. Situated in one of the fastest-growing regions in the country, the 450,000-square-foot retail development project is located at the northeast corner of Ramona Avenue and Chino Hills Parkway on some of the last undeveloped agricultural land west of Chino’s Central Avenue. Upon completion, the project will consist of a leading home improvement retailer, electronics retailer, department store and office supply store as well as several shops and restaurants.

Currently, Home Depot is under contract to purchase 9.2 acres from Panattoni and is expected to open a 106,278-square-foot store plus a 34,760-square-foot garden center Home Depot and 39,000 square feet of retail shop space are slated to be open in January 2008.

According to Jeff Pintar, a partner with Panattoni Development Company and head of the company’s retail division, “The demand for retail remains extremely strong in this area. There are presently more than 920,000 people within 10 miles of the project and, just east of the site, an additional 67,000

Aerial view of future site of “Piemonte at The Ontario Center.”

new homes have been approved for development in new master-planned residential developments such as The Preserve, Eastvale and College Park. ‘The excellent demographics and new residential growth make this site an outstanding opportunity for expansion-minded retailers,” Pintar adds. Within a three-mile radius of the project, the average household income is $87,572. ‘The influx of well-educated professionals and skilled labor has attracted companies to the Inland Empire, and these companies need space. To meet this demand, Panattoni also plans to build up to approximately 328,000 square feet of office and light industrial space on an additional 19 acres on the northeast side of the retail project,” says Pintar. The office and light industrial space is expected to be completed in the fourth quarter of 2007. Architects Orange is the project’s designer and Panattoni Construction is the general contractor.

Panattoni Development Company (PDC) is a privately-held, full-service development company founded in 1986 by Carl Panattoni. During the last five years the firm has averaged nearly 10 million square feet of development annually, one of the most active records in the United States. PDC has developed and managed industrial, office and retail facilities in more than 100 markets throughout the United States.

The firm is headquartered in Sacramento and maintains over 22 regional offices in the United States, Canada and Europe. For more information about Panattoni Development Company, Inland Empire Business Journal readers can visit the company’s Website at www.panattoni.com.

Carl Panattoni, Chairman

REAL ESTATE NOTES

The Inland Empire closed 2006 with vacancy rates at record lows and population levels at record highs in the office, industrial and retail markets, according to a year-end report from Grubb & Ellis. Looking ahead, the brokerage firm sees continued population growth, continued job growth, continued growth of office, industrial and retail space; and continued growth of demand for office, industrial and retail space throughout the region.

The Inland Empire office market grew in 2006 as Orange County firms established regional offices linked to the expanding population in the area. Out of the total absorption for the year, 75 percent was in new construction as developers worked to keep up with the demand. New construction was up 67 percent in 2006 from the previous year. However, because of the strong demand, vacancy remained in the single digits at year-end at 7.9 percent, among the lowest office vacancy rates nationwide.

The region’s industrial market was even stronger. By mid-year the two-county Inland Empire region was home to 19 percent of the 114.9 million sq. ft. of industrial space under construction throughout the entire country. Yet despite all the new construction, with a staggering 40.1 million sq. ft. added in 2006, the year-end vacancy rate was a low 4.3 percent. Absorption for the year totaled 22.5 million sq. ft.

In the retail segment, continued population growth in Riverside County, the High Desert and Coachella Valley is driving demand for neighborhood and power centers as developers follow new rooftops. Driven by available land and substantial residential growth, the Inland Empire’s retail expansion is expected to outpace the national average in 2007. The region’s vacancy rate will remain under 8 percent as developers pace the introduction of new product.

Some of the latest real estate activities are as follows: Wal-Mart has opened new Supercenters in Moreno Valley, Beaumont, La Quinta, Hemet and Palm Springs, with plans for future stores in Victorville, Hesperia and Apple Valley......A RREEF, the San Francisco-based institutional real estate investor, closed on what is reported to be one of the largest office buys ever in the Inland Empire, after acquiring a three-building, 273,300 sq. ft. portfolio located in Ontario. The assets were sold by TerraForm. The Garrett Group, includes the 150,000-sq.-ft., eight-story One Lakeshore tower at 3281 E. Guasti, along with a separate 26,000 sq. ft., two-story building at 3430 Centrelake Dr, also part of the One Lakeshore complex, built in 1990. That structure is fully occupied by 21st Century Insurance. The purchase also included a 97,100-sq.-ft., five-story building known as Ontario Corporate Center. Located at 430 North Vineyard Ave, the building was constructed in 1989. In a Riverside sale, Safeco Inc., a Minneapolis-based provider of organization and comfort enhancing products for the workplace, purchased a newly constructed 190,000-sq.-ft. industrial building at 14605 Innovation Drive, within Meridian Business Park. The building is one of two buildings that make up the Majestic

continued on page 14
Seven Smart Steps to Successful Brainstorming

By Jerry Weissman

At some point in your business career, it is very likely that you and other key members of your affinity group will gather for an affinity session or seminar convened for the express purpose of generating new ideas. The sought-after ideas could be to solve problems, devise strategy, build consensus, focus direction, or develop next generation products.

Most likely, your group will consider many different ideas by engaging in the time-tested practice of brainstorming. While the brainstorming may ultimately produce an incandescent new idea, all too often, the session will deteriorate into anarchy or its close cousins: contention, grandstanding, digression, or all of the above, and all at once. But brainstorming, by its very nature, is ideally suited to the exploration of new ideas, and it can work ... if you follow these seven smart steps.

1. Know the territory.

The human brain is divided into left and right hemispheres that control different forms of reasoning. The left side controls logical functions: arithmetic, structure, sequence, ranking, and order; all of which proceed in a linear progression. The right side controls creative functions: concepts, music, images, and emotion; all of which are nonlinear in nature, and occur randomly. Brainstorming is a creative process. Use the right tool for the right job.

Most business people, being results-driven, try to jump immediately to a logical conclusion while their right brains are still caroming around in nonlinear mode. The left brain approach might let a new idea slip through the cracks. Brainstorming, the right brain approach... and the right approach... is an open process that recognizes, allows, and encourages the free flow of ideas.

2. Appoint a facilitator.

Since anarchy is the major pitfall of brainstorming sessions, have all the participants agree on one individual, either from your affinity group itself or an objective outsider, who will run the session.

3. Set the context.

Before beginning the brainstorming, have all the participants agree on the endgame of the session. Follow the second of Stephen Covey's seven habits of highly effective people, "Begin with the end in mind." Have the group agree on the goal of the session.

An important corollary to the setting the context is to set the time. At the beginning of the session, agree to the endpoint.

4. Empower the facilitator.

Establish one critical ground rule above all others: all discussion must be exchanged through the facilitator. If there is cross-talk or side-talk, valuable ideas might be lost. With the facilitator as the pivot, all ideas can be shared by all participants. In addition, have the facilitator control the equally important functions of managing the time and the traffic as the participants speak up to contribute and share.

5. Capture the output.

Conduct the brainstorming session in a conference room with lots of whiteboard space on which the facilitator can scribe ideas as they arise. Many creative executives outfit entire walls of their conference rooms as whiteboards. The scribing serves to crystallize the emerging ideas for all the participants to see, as well as the more prosaic function of providing a record. By directing all the traffic to the whiteboard, the scribing also subtly gives control to the facilitator.

The whiteboard dry markers also allow color coding to highlight key ideas. Now there are electronic whiteboards on the market that not only provide all of the above benefits, but also create a record of the brainstorming with the click of a mouse.

6. Encourage teamwork.

The physical act of assembling a group can, with the right ground rules, produce cooperation. Cooperation produces consensus, a simple concept that is the foundation of all diplomacy... and brainstorming.

7. "There is no such thing as a bad idea." The operating principle on which all brainstorming sessions are based. But this very principle can, and often does, backfire into the dreaded anarchy. But that only happens when the first six steps are not implemented. Put all these controls into place and you just might find that what seems like a bad idea at first, turns out to be the very idea you were seeking.

Harness the synergy of your group. Capture the free flow of their thoughts. Find the breakthrough idea that might otherwise be lost in the separate cubicles and minds of your team.

For more information about Jerry Weissman, please visit www.powereld.com or call 800-227-1160. Canadian Premier Hails SunLine Transit for Embracing Hydrogen Technology.

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DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

The Gainers

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

Duff & Phelps, LLC

One of the nation's leading investment banking and financial advisory organizations. All stock data on this page is provided by Duff & Phelps, LLC from sources deemed reliable. No recommendation is intended or implied. (310) 284-8008.
Ten Steps to Solving Any Problem

By Dr. Jill Ammon-Wexler

Any problem, no matter how complex, can be solved if approached with a creative strategy. Here are 10 steps to getting your mind in an optimal problem-solving state.

Step 1. Start With Some Foundational Questions.

The first step in unearthing your true problem-solving potential is to ask yourself some very focused, challenging questions. Here are some very powerful questions that will often do the trick:

- “What am I truly trying to do?”
- “How am I trying to do it?”
- “What assumptions am I making?”
- “Could there be a simpler, better way to accomplish this?”
- “If I were to start all over again today—knowing what I know now—what would I do differently?”

Step 2. Question Your Answers.

The next step is to question your answers. Ask yourself:

- “If my assumptions are untrue, what should I do differently?”
- “Should I drop what I am doing now, and take a different approach?”
- “Is all of this in my best interests?”

Step 3. Apply the Theory of Resistance.

One effective way to get some creative solutions to your problems is to apply the “theory of resistance.” This theory says that in every activity, there are one or more resisting factors. The resistance you encounter often controls how fast you will move from where you are today—to where you want to go. The good news about identifying resistance is that you often trigger some very powerful personal insights. Suppose, for example, you have a goal of doubling your income over the next three years. You could begin your problem-solving exercise by identifying the resistance standing in the way of your goal. Ask yourself: “Why is my income not that high already?”

Step 4. Analyze the Resistance.

Next retrieve after your answers to Step 3. Be totally honest with yourself. Don’t avoid asking hard, painful questions, and demand an answer from yourself. In the case above you could ask: “Exactly why am I not making twice my income right now? Exactly what is holding me back?”

This includes the 3-1-1 bags as well as remembering to have your I.D. handy and wear shoes that slip on and off easily. You still have to remove them as you pass through security. He still recommends getting to the airport about an hour and a half before your flight. It could be worse, except that TSA has opened up new lines and the crowd at Ontario is still not as bad as it is at bigger airports.

As for that 3-1-1 rule, Romo explains that you can only board with liquids in a three-ounce (or less) container in a clear plastic bag with a zip lock top. (Jay Lenos called the 3-1-1 rule, “bad news for Ryan Seacrest.”) Romo questions why someone would need to carry more than 3 oz. of hair gel on board with them.

Romo points out that for passengers passing through ONT, they can provide TSA-approved bags for anyone who does not have one. He recommends those little sample size bottles you can find in the stores. He also wants people to know that larger containers of hair spray, gel and such can be packed into your checked bags if you need to bring them along.

Although popular at major airport terminals, cell phones “holding” lots, where your ride waits while you collect your bags, are not a convenience that he sees a need for at this time in Ontario. He does admit that parking at the local hotel lots does the job well here.

This Holiday Season, Give The Gift Of A Smile.

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

The good news is that virtually all of these children can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life-changing free cleft surgery which takes as little as 45 minutes and costs as little as $250. It gives desperate children not just a new smile—but a new life.

Your 100% of your donation goes toward programs — 0% goes toward overhead.

Make check out to
"The Smile Train."
Planning for the Coming Power Shift

By Joe Lyons

Lex Luthor may be the greatest villain in the Marvel universe, but he has nothing on our time, because he correctly condensed all of political and business history in last year’s "Superman Returns." The observation has been made that Rome ruled the world because they gave us roads, Britain, he correctly concluded, was because they gave us ships. Finally, he stated that the U.S. ruled because they built the atom bomb.

All of that is true. But at a Rancho Cucamonga Chamber get-together recently, San Bernardino County Tax Collector Dick Larson pointed out that this is now the century of China. The head of Montclair’s Metro Motor Group observed the same thing firsthand when he visited Paul Clive in Guangzhou to view those $8,000 automobiles that will be hitting our market soon. Manpower on the farms, he reports, will soon be sent to the cities to provide labor for the growing manufacturing demands. Some have said that this may well be a forced migration.

China, it appears, has cheap labor and a powerful government. This combination, along with a tendency to steal technology from others, makes China a formidable force in the marketplace. They are currently building everything from flat screen TVs to stuffed animals. If you don’t believe me, take a look at that little gold "Made in China" sticker on the back of almost everything you got for Christmas.

All of this simply serves to underscore a presentation made at La Sierra University in Riverside last fall. The TransPacific Consortium, head by Dr. Ronald Tannen, of Portland State University and a member of the group, sees immigration from the farms to the cities of China as parallel, he observes, to the insurgence of America after the Civil War. Just as it did here in those antebellum days, China will enjoy a new industries. The Consortium sees a similar change in the commerce of our nation during this December visit to San Diego’s Metropolitan Transit System is that the future is already here.

They explain, “The history of the 21st century will be written at the intersection of the national interests of China, India, and the United States. While the United States is the preeminent global power today, by mid century emerging China and India will rearrange the global landscape. As with teetonic plate shifts, there will be early warning, tremors, which will forecast more massive shifts of the future. Although this phenomenon has been recognized belatedly, in Washington, D.C., New Delhi and Beijing, there has been a noticeable absence of any strategic planning to deal with the problems that will arise concurrently with such large scale population movement. The issues of mid-century will be created or constrained by the policies of today, the world cannot afford to wait for the normal unfolding of events.”

The power base that began when Alexander had no more work to do by 400 B.C. and the X-15 closed the loop is going to be powered by China, India and China.

The trick here will be to continue on page 33
Problem Resolutions...

continued from page 10

Step 5. Take a Look at the Outside World.

One way to immediately determine if the resistance is internal or external is to see if someone else is managing to accomplish the goal you desire. If they are, you can safely conclude the resistance is internal to you.

Step 6. Identify Your Primary Internal Resistance.

As a consultant to key executives, I have often discovered that usually 80 percent of what holds us back lies within ourselves - and only 20 percent in the outside world. So if you have not achieved what you desire, the best place to begin to look for the source of the resistance is within yourself. Plus since it’s so tough to create change in the outside world, it’s far more effective to focus on yourself anyway. You’re far more likely to get the results you want.

Superior achievers tend to ask one question when they’re not moving ahead: “What is it inside me, or that I am doing or thinking, that is holding me back?”


There’s a powerful old saying that’s very appropriate here: “When a man’s fight begins with himself, he is really worth something.”

So sharpen your teeth and bite into your primary internal source of resistance. Demand answers from yourself. You NEED to know “how” you are placing limitations on your desired achievement, and look it right in the eyeballs.

Step 8. Turn on the Lights.

The more often you repeat this process, the better you’ll get at it. This process switches on your mental headlight, and you’ll begin to spot internal resistance before it grabs you by the ankle.


Now that you have your mental headlight on, take a close look at your goal. Make sure you’ve set a clearly defined goal that you have a burning and passionate desire to achieve.

Combining your goal with the intense emotion of desire or excitement puts you into the upper level of achievers. The more excited and enthusiastic you are about your goal, the more rapidly your mind will go to work to bring the goal into your life.

Continue to ask focused questions to generate more ideas about how to achieve your goal. The more intense your questions, the more ideas you will generate! And once you have sunk your teeth into your key internal resistance, you have stripped your feet solidly on the high road to success.


Brain Tracy says, “A goal you have not yet achieved is simply a problem you have not yet solved.” In fact, whatever your goal, your real job is to solve any and all problems that stand between you and the achieving of that goal. Your success in life, your career, your relationship, and your business all depend on one thing - your ability to understand and solve problems.

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Transition...

continued from page 7

Asia is enrolled in secondary education, compared with less than half that amount in 1990. Furthermore, each year Chinese universities pump out nearly a million newly minted engineers and scientists. These careers tend to be higher paying and thus contribute to the development of a middle class.

Openness to Trade and Investment

The second ingredient necessary for developing a consumer market is trade and openness. Asia has embraced this step by integrating itself into the global marketplace. This aids convergence by leading to technology transfer, helping develop countries skip ahead in the development process.

Since the World Trade Organization opened its arms to China five years ago, the country’s share of world trade has doubled to 10%. China, however, has been reluctant to press forward with capital account liberalization or to give the green light for foreign-owned banks to fully compete in the domestic market. A modern banking sector that provides consumer credit and financial services to Asian customers will be important, as it will unlock consumer demand through mortgages, car loans and credit cards.

Emerging Consumer Class

The final ingredient necessary for the emergence of a true Asian consumer market is a middle class of consumers. This emerging consumer class is evidenced at any Starbucks’ cafe in Shanghai, where one may encounter a member of the “empire class” - a generation of young adults in China who are looking for the “right thing.”

THE REAL “TIPPING POINT” FOR CONSUMER DEMAND WILL OCCUR WHEN ECONOMIC GROWTH AND RISING INCOME PUSHERS ENOUGH ASIAN CONSUMERS INTO THE MIDDLE CLASS

Future chefs and restaurant managers now have the opportunity to meet their craft’s potential. A half million newly educated people are driving to Polytechnic or to Pasadena where The Art Institute of California-Inland Empire began its culinary degree programs last month. The school is offering an associate’s degree in culinary arts followed by a bachelor’s degree program in culinary management. Many students enrolled in The Art Institute Culinary Arts programs have goals of owning their own restaurants.

The Art Institute of California-Inland Empire is one of The Art Institute of California-Inland Empire’s 36 educational institutions located throughout North America, providing a wide range of professional degree programs in culinary arts, pastry arts, media arts, fashion and culinary business professionals. Many students who enrolled in the Art Institute Culinary Arts programs have goals of owning their own restaurants. The program will show them how to do that, not just by teaching them how to create culinary masterpieces, but also how to deal with the less glamorous aspects of restaurant ownership. Some students when they decide own a restaurant, they don’t sell it. Instead, they focus on the business of owning a restaurant.

For those who wish to focus on the business of owning restaurants, please see page 10.
Interviewing and Hiring

Behavioral Interviewing

By Jennifer C. Zamecki

Have you ever wondered how to screen job candidates, under­
interview environment is becoming.
numbers of employers are using.
Employers such as AT&T and Accenture are using behavioral inter­
viewing for 15 years, and because.
 implement the personal and professional demands in your life, yet still maintained a healthy balance.”

   - Listen for proactive identification and resolution of concerns and issues.
   - Sample question: “Describe the most difficult conflict you’ve ever had to manage.”

2. Interpersonal Skills: Effectively communicating, building rapport and relating well to all kinds of people.
   - Listen for self-awareness, understanding and an ability to communicate effectively with others regardless of differences.
   - Sample question: “Describe the most difficult working relationship you’ve had with an individual.”

3. Teamwork: Working effectively and productively with others.
   - Listen for a strong commitment and contributions to team members working towards a specific goal.
   - Sample question: “Give me an example of one of the most significant contributions you made as a member of a high performing team.”

4. Self-Management: Demonstrating self-control and an ability to manage time and priorities.
   - Listen for composure, assertiveness and emotional stability.
   - Sample question: “Give me an example of when you were able to meet the personal and professional demands in your life, yet still maintained a healthy balance.”

5. Planning/Organizing:
   - Utilizing logical, systematic and orderly procedures to meet objectives.
   - Listen for logical, organized and systematic approaches.
   - Sample question: “Describe the most complex assignment or project you’ve worked on.”

6. Customer Service:
   - Anticipating, meeting and exceeding customer needs, wants and expectations.
   - Listen for extraordinary efforts in responding to customer needs and wants to ensure satisfaction.
   - Sample question: “Give me an example of when you went out of your way for a customer.”

7. Goal Orientation:
   - Energetically focusing efforts on meeting a goal, mission or objective.
   - Listen for the ability to maintain their direction in spite of obstacles in their path.
   - Sample question: “Give me an example of the most significant professional goal you have met.”

8. Problem Solving:
   - Anticipating, analyzing, diagnosing and resolving problems.
   - Listen for an analytical and disciplined approach to solving problems.
   - Sample question: “Describe a situation when you anticipated a problem.”

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Smith noted that the company’s efforts in China will permit him to grow his business and employee base in Ontario and abroad. "The City clearly has the best intentions for mid-sized companies like us. They value our business, recognizing that our success is their success," Smith added.

“Our work in China is about job and business growth for Ontario. The Shenzhen office is a valuable resource for following up on leads, securing contracts, and even attracting foreign investment to Ontario,” said Paul S. Leon, mayor of the City of Ontario. “Working in China can be challenging without the right resources, and the City of Ontario is committed to educating local companies on how to do business globally. More importantly it’s about helping these companies grow and thrive in Ontario.”

ONT is one of the fastest growing and ambitious cargo ports outside the booming Asia-Pacific market and home to United Parcel Service’s Western Regional Hub providing direct flights to China. The Ontario Foreign Trade Zone is also significant to businesses involved in international trade. This evolving transportation network links Ontario-based companies to the Ports of LA and Long Beach as well as western, national and international markets.
While iTunes and other online services allow you to record tunes, the problem of storing them is still an iffy proposition. I discovered several different ways to record voice memos, conversations and announcements at Ontario's recent Podcasting Expo.

Several devices allow you iPod to make a memo keeper. XtremeMac had one called the MicroMemo, a "high fidelity" device that plugs into the video iPod, which plugs into the bottom of your device and comes with a small microphone. It is simple to operate. The directions show you on your iPod screen with no need to load any new software. You can change the mike if you want to and have an adaptor on your mike that ends in a 1/8th inch plug.

What it doesn't do, although the direction book says it does, is upload your recording to your computer, allowing you to access the recording as an MP3 e-mail. Another thing it fails at is the small speakers that are supposed to accommodate your recording immediately. If there are little speakers in there, they don't work on the unit that sent me. It also has curved edges to wrap around the bottom of your iPod, but those curves are not compatible with XtremeMac's own plastic iPod covers. You have to slide the cover up to accommodate the recording attachment, and that will block your view of the video screen.

Belkin makes a TuneTalk stereo recording device for the video iPod device that also records memos without new software on the iPod. It also can accommodate an external mike, but it uses "two high-quality omnidirectional" built-in stereo mikes. You can set your device up on Belkin's stand and sit down with someone to record both sides of the conversation. The sound is almost broadcast quality (a bit thin on the base end), and the Belkin device actually does create the file in the computer that the XtrmeMac device promised.

On the top end of field recording devices is the new $499 Portable Video Recorder media recorder. It is described by Marantz as, "a complete tabletop digital recording solution suitable for virtually any application." Since it can record in both WAV and MP3 formats, it does not require a computer, CD burner or post-production software.

As consumable as I can get so many ways to an old Marantz cassette recorder I had back in the 80s. That one could play and record with broadcast-quality. The difference was that my old cassette machine could run from an internal battery pack or a simple cord plugged into the wall. It had an over-the-shoulder strap for carrying, and to record you had only to push the record button and aim it.

The new DVR 420 requires a special power cord or an external battery pack. It has no shoulder strap so you have to carry it around, and it's not heavy, but it is clumsy. As for recording quality, the final product is great, but its own built-in speaker playback tends to have voices and local radio interference in the background. It will feed to a computer, but you cannot send MP3 files from a Mac. You have to record to the CD and then use that as your master recording.

This could have been a dream machine for those of us who do field interviews. As it is, it's not quite portable and not quite fit for mobile recording.

Speaking of field recordings, the Journal ran out of space to complete my recent report on the podcasting conference here in Ontario last fall. If I may be allowed to complete my thoughts, let me now continue.

Although Apple's iTunes is the primary provider of podcasts, new server services were in attendance at the conference to discuss their abilities. A company called iProng has organized several Southern California participants into The L.A. Podcasters. They have put their thoughts on iTunes and on other podcast outlets.

Thanks to them, and groups like them, every man is now a broadcaster.

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Sen. Dutton... continued from page 18

Studies at Sacramento State University

Fellows are paid a stipend of $1,972 per month plus health, vision, and dental benefits. They earn 4 units of graduate credit from Sacramento State for the academic portion of the program.

Currently, Sen. Dutton has a Senate Fellow working in his office this year. Eric Essinger, a graduate of Cal State Northridge with a bachelor of science degree in business administration, joined Senator Dutton's staff in December. He will be responsible for researching and analyzing bills, developing legislation, and attending meeting with constituents and lobbyists.

Senator Dutton and Fellows experience the broad range of activities conducted by busy Senate offices. Responsibilities include researching public policy issues, helping develop legislative proposals, analyzing and preparing briefs, and participating in meetings with constituents and lobbyists.

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MANAGING

Positive Workplace Politics With Colleagues

by Margaret Morford

It's sad but true: Most of us spend more time with co-workers than with family members. But are we fully developing these relationships? Are we getting everything we should out of them? Are we doing the specific things necessary to make our work life go smoothly and make our co-workers want to go the extra mile for us?

Here are four quick rules for forming better relationships with co-workers and turning them into people who will watch your back and promote your career.

(1) Always confront a co-worker in private. If you disagree with one of them in a meeting, try not to do so in front of an audience. Nothing solidifies their position faster than someone disagreeing with them in front of other people. You force them to act strong and make it impossible for them to change their mind and agree with your position. If you can, wait until after the meeting, go by their office, and tell them, "I didn't want to say this in the meeting, but I have a problem with one of the things you said. I wanted to discuss it with you in private." They will appreciate your effort not to embarrass them and be much more receptive to your viewpoint. If it is impossible to wait until after the meeting—if you are convinced their position is so wrong it will derail the entire project—try saying this in the meeting: "Joe, I think when you made that decision (or came to that conclusion), there was a piece of information no one shared with you. That piece of information is..." and add an additional fact to the mix. By doing this, you alert Joe to the fact that you believe he has made a mistake, you give him a few minutes to think about his decision, and, most important, you give him room to change his mind and save face. He now can easily say, "Well, given that new information, I would decide things a little differently." (2) Go out of your way to help people when they are in trouble. When co-workers make a very public error—or everyone knows the boss is mad at them—it is a natural human tendency to avoid contact with them. They are often treated as if they are made of Kryptonite and everyone around them will be collateral damage. The reality is, if they survive the incident (and in most cases they will), they will remember those who still talked to them and associated with them while they were working through the problem. And if they are on your side, you will have gained a loyal co-worker and an advocate for the life of your career. And at worst, if they do not survive the incident, you are seen as someone who helps people and never kicks them when they are down—a good reputation to have in any organization.

(3) Always break bad news face-to-face. In this age of voicemail and e-mail, people have gotten used to conveying information while holding individual contact to a minimum. If you have negative news for a co-worker, go see him or her and begin the conversation by saying, "You are not going to like what I am about to tell you. But I respect you too much not to come tell you in person." You have now achieved two things: You have prepared them for bad news, so they are less likely to become angry at you because you have surprised them. You also have cultivated their respect for you because they will realize there was an easier way (voicemail or e-mail) that you refused to take. You now can expect a much calmer response, along the lines of: "You’re right. I'm not happy about the decision. But I appreciate your coming to talk directly with me."

(4) Do not be threatened by experts—and select and use them wisely. At times during my career, the CEO of my organization has hired outside consultants to help me with a project. I spent most of the project incensed that I did not get to select the consultants, and used every opportunity to point out their deficiencies. Essentially, I was re-fighting a battle I already had lost. Instead, I should have befriended the consultants and used the situation as an opportunity to forge an alliance with them. At some point, the consultants were going to report back to the CEO informally, and I should have set myself and my department up to have nice things reported back. But having said that, whenever possible try to be the one who selects the consultants in the first place. That way, they will be loyal to you and will not criticize your efforts as a means of creating their next piece of business. Have an eyebrow-to-eyeball conversation with the consultants before they ever come on your premises and tell them, "I selected you for this project because I am looking for two results."

Then describe the end result of the project you want to achieve and add, "The second result I want is for you to look for opportunities to..." continued on page 54.

MANAGING
California jobs have shifted inland

California jobs have shifted inland over the past decade and a half, reflecting movement of the population. Job growth in inland counties was nearly five times larger than that of coastal counties—which include the nine counties in the San Francisco Bay Area—between 1990 and 2005. In fact, inland counties contributed more than half of the state's job growth over this 15-year period, even though just one in five California jobs was located inland in 1990. In addition, inland county job growth exceeded that of coastal counties in nearly every major sector of the economy. This article examines the state's job growth trends in inland and coastal counties.

The number of jobs in inland counties increased by nearly half (45.9 percent) between 1990 and 2005—almost five times the increase in coastal county jobs. In fact, job growth in inland counties outpaced that of coastal counties in every major sector of the economy except for information—which includes motion pictures and telecommunication.

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California Jobs
Have Shifted Inland

California has lost hundreds of thousands of manufacturing jobs in recent decades, manufacturing has expanded in inland counties. Between 1990 and 2005, the number of manufacturing jobs in inland counties increased by nearly 50,000 (19.4 percent), reaching more than 300,000 jobs in 2005. In contrast, the number of manufacturing jobs in coastal counties declined by more than half a million (30.8 percent) over the same period. The greatest gains in inland manufacturing jobs occurred in Riverside County, which added 18,400 jobs (55.3 percent), and San Bernardino County, which added 23,900 jobs (53.6 percent).

Inland counties contributed 54.4 percent of the state's job growth between 1990 and 2005, even though just one in five California jobs (19.9 percent) was located inland in 1990. More than half of the state's job growth in manufacturing, trade, transportation, and utilities (62.5 percent) continued on page 38

Fontana... continued from page 13

Canyon, a mixed-use community adjacent to I-15. Ventana would have up to 672 medium- and high-density multifamily units at densities of up to 20 units per acre, as well as a 210,000-sq.-ft. office building along I-15. A third facet of the city's multifamily housing strategy is housing for seniors. The city permits the development of senior housing in commercial zones with no minimum lot size or maximum density requirement. As a result, the Fontana Housing Authority recently completed three phases of the Downtown Senior Affordable Housing Project at densities exceeding 30 dwelling units per acre. (Phase I opened in 2003, phases II and III in 2005). The project is within walking distance of public transportation, various medical facilities, the post office, a grocery store, and several churches. All 293 housing units are affordable to very-low-income seniors (those with income levels at or below 50 percent of the area median income), using a combination of California Tax Credit Allocation Committee (TCAV), HOME, and redevelopment funds. In addition, a nonprofit entity will provide a wide variety of ancillary services in conjunction with the development, including meals, nutritional counseling, health services, and recreational activities.

A fourth phase is expected to bring another 90 affordable units to very-low-income households. With the infusion of multifamily housing, Fontana is making a transition from a suburban community known for large-lot, single-family living to a new suburban community seeking a balance of jobs and offering a wide variety of housing options that accommodate residents at all stages of life.

"Almost 10 years ago, the attitude in Fontana was if you didn't have a 7,200-sq.-ft. lot minimum, the project wasn't quality."

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"Almost 10 years ago, the attitude in Fontana was if you didn't have a 7,200-sq.-ft. lot minimum, the project wasn't quality."
EXECUTIVE TIME OUT

Mexico City

European Sophistication, With a Latin Flavor
By Camille Bounds, Travel Editor

Time seems to vanish when you visit exciting Mexico City. Here is a city that gives the aura of European sophistication with a Latin flavor. Combining its historical reminders of the Age of the Aztecs, the Spanish conquerors and its later struggle and victory for independence, it mixes the past with dramatic modernization. Mexico City gives the visitor the opportunity of seeing many cultures blended into a fascinating pattern.

The oldest and the highest Mexico City is the oldest—about 700 years old—and the highest city on the North American continent at 7,349 feet above sea level. With a population of over 24 million, it is considered the most populated city in the world. The climate is mild and comfortable, and mornings are clear and crisp.

A park to remember Chapultepec Park is located near the city center and is regarded as one of the most beautiful parks in the world. Depending on the time of the year, it offers superb programs covering the rich history of the country and modern day activities. The park's Anthropological Museum is also considered one of the finest in the field. Nearby is a delightful children's petting zoo that appeals to the adult animal lovers as well as their younger counterparts.

History of struggle for independence

On the city's main square, just across the cathedral famous for its many altars, is the National Palace with the Independence Bell—originally rung by Father Hidalgo in 1810 to commence the struggle for independence against Spain. In a reenactment of the event, the bell is traditionally rung at 11 p.m. on the evening of Sept. 15th to herald the commencement of the independence celebration throughout the country.

The design of past and present

The University of Mexico City is unique in design with its mosaic murals on the exterior of the library and the Rector Building providing photography buffs the ultimate in a wonderful subject.

The University of Mexico City Sports Stadium, which was built for the Olympic games in 1968 and seats over 100,000, proves to be a venue not to be missed.

The residential sections of the city contrast colonial homes with examples of unusual modern day architectural designs.

Pyramids a must

Visit the pyramids to Teotihuacan with the Pyramid of the Moon and the Pyramid of the Sun. The pyramid to the top of either and view the wonders of the ancient empire of the Aztecs. Discovered at the end of the last century, this unique archaeological site is about 30 miles from the center of Mexico City and should be at the top of the list of places to visit.

Shopping, shopping and bargains

The Zona Rosa offers the shopping enthusiast a delight in fine leather goods, silver and gold jewelry, and handicrafts. It is the top of Europe event. The Commission approved a policy statement indicating its intention regarding greenhouse gas emissions in October 2005.

The Governor Schwarzenegger signed into law SB 1368 and Assembly Bill 32 (Norton/Palzy), which requires reporting and verification of statewide GHG emissions. The PUC is implementing the EPS according to SB 1368 and may revisit the EPS once an emissions cap is operational in California as required by AB 32.

What entities will be impacted by the EPS?

The PUC has jurisdiction over the energy commitments of investor-owned utilities. SB 1368 gives additional authority to the PUC to implement and enforce the EPS for electric service providers (competitive retail providers delivering energy to customers) and the CEC are working closely together to ensure that the standards adopted are as consistent as possible.

What is the cost of an EPS?

There are near-term costs anticipated by the investor-owned utilities.


On Jan. 25, 2007, the California Public Utilities Commission (PUC) adopted an interim Greenhouse Gas (GHG) Emissions Performance Standard. The Emissions Performance Standard is a facility-based emissions standard requiring that all new long-term commitments for baseline generation to serve California consumers be with power plants that have emissions no greater than a combined cycle gas turbine plant. This level is established at 1,100 pounds of CO2 per megawatt-hour. "New long-term commitment" refers to new plant investments (new construction), new or renewal contracts with a term of five years or more, new investments by the utility in its existing baseline power plants.

Frequently Asked Questions: Why did the PUC implement an Emissions Performance Standard (EPS)?

On January 25, 2007 the PUC implemented Senate Bill 1368 (Perata), which prohibits load-serving entities (LSEs), which includes investor-owned utilities, energy service providers, and community choice aggregators, from entering into a long-term generation contract for base load generation unless it complies with a GHG emissions performance standard.

To help mitigate climate change, the PUC has long anticipated capping greenhouse gas emissions in order to ensure LSEs make long-term commitments to energy resources that have GHG emissions profiles that are as clean as California’s existing portfolio. The Commission approved a policy statement indicating its intention regarding greenhouse gas emissions in October 2005.

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February 2007

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2007 Market Outlook

- 2007 NAI Rank: 11, Down 2 Places While construction will ease, job growth will also slow down as the year's housing bubble improves in vacancy. As a result, the Indianapolis Slipped two spots in the index.
- Employment Forecast: Local employers are expected to increase permanent by 2.1 percent by the addition of 4,200 jobs but down from 25,000 jobs in 2006. A slower pace of hiring in the busy trade, transportation and utilities will offset gains in the rest of the sectors.
- Construction Forecast: Builders are scaling back deliveries. This year, 4,400 apartments are scheduled for delivery, compared with 5,000 units in 2006. Approximately 4,200 apartments are planned, including 4,800 units in the city of Ontario.
- Vacancy Forecast: Renter demand will increase at a slower pace this year, but affordability fears are dwelling in the market. Any additional spikes to vacancy rates will be the result of NCG's growing supply price appreciation, not a correction in pricing.
- Investment Forecast: A dividend by the city of Vancouver to provide incentives for development will help the market to end the year with a bang.
- Office Rent Forecast: A 5 percent increase in asking rents to $2.05 per square foot is expected this year. Effective rents are forecast to advance 5.2 percent to $2.02 per square foot.
- Office Vacancy Forecast: A 5.4 percent increase in available space to 14.0 percent is expected this year. The number of spaces available is forecast to rise to 47.7 million square feet.
- Office Construction Forecast: A 5 percent increase in adding 1 million square feet.
- Office Sales Forecast: A 5 percent increase in sales is forecast to $2.8 billion.
### Independent Banks

**Ranked by Total Assets as of September 2006**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Total Assets ($Millions)</th>
<th>Change (12 months) %</th>
<th>Return on Average Equity (ROE)</th>
<th>Core Capital As a % of Assets</th>
<th>N.P. Loans &amp; Debt-Related Secs. as % of Core Capital &amp; LEAD Loss Reserves</th>
<th>Income Before Extraordinary Items ($Millions)</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
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<td>24</td>
<td>16.26</td>
<td>8.15</td>
<td>0</td>
<td>29,146</td>
<td>Charles P. Morris</td>
<td>President</td>
<td>(561) 493-0711</td>
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<td>First Mountain Bank**</td>
<td>89,000</td>
<td>11</td>
<td>11.49</td>
<td>9.05</td>
<td>0</td>
<td>877</td>
<td>David Green</td>
<td>President</td>
<td>(561) 493-0711</td>
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<tr>
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<td>-2.3</td>
<td>14.1</td>
<td>0</td>
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<td>David Green</td>
<td>President</td>
<td>(561) 493-0711</td>
</tr>
</tbody>
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**“Reform” Does Not Take On Politically Powerful Health Insurers That Are About Bankrupting Health Care**

Assembly Speaker Fabian Nunez joined the leader of the state Senate and Gov. Arnold Schwarzenegger in favoring health care reforms that promise “affordability,” but decline to take on the fastest increasing cost driver in medical care -- insurance company overhead and excess profits, said the nonprofit Foundation for Taxpayer and Consumer Rights.

“...It is amusing that legislators chumming in on health care are unwilling to challenge the prescriptions drug and insurance industries,” said Jerry Flanagan, health director of FTCHR. “How can you make health care affordable without taking on the biggest money pit? The answer is, you can’t. The bloated administrative costs, excessive CEO salaries and profiteering of private insurers and HMOs are among the chief drivers of health care inflation, yet Nunez, Senate pro tem Don Perata and others in the Legislature decline to point fingers at one of the most wealthy, powerful lobbies in Sacramento. Health care reform could turn out to be a cruel joke on the public if it doesn’t put the real sources of affordability front and center in the debate. Some of the plans talk tough about health insurer waste, but none contain the kind of comprehensive oversight that is necessary.”

FTCHR and others estimate that at least 25 percent of private health insurance premiums are eaten up by bureaucratic administration, excessive salaries and “reserve funds” as well as overhead and profits. Federal Medicare, by contrast, administers its vast plan about 3 percent of total spending.

Consumer advocates contend that the political contributions and clout of insurers and drug companies have bought these industries a nearly free pass among elected officials in Sacramento. At Nunez news conferences this week, officials of the large biotech drug maker Genentech joined Nunez in making his announcement. The company has contributed $300,000 to legislators and Governor in just the last two years.

Nunez’s plan is only an outline. Schwarzenegger’s proposal has not been fully revealed. But so far, the only groups that would bear the cost of the reforms dis- sided by political leaders are consumers, employers and probably taxpayers who will have to fund government subsidies.

Health insurers have contributed $3.7 million to the major candidates of the Assembly, Senate, Governor Schwarzenegger and affiliated political campaigns since 2005. Since taking office, Schwarzenegger alone has received $757,000 from health insurers, HMOs, and their executives.

*To view a list of political contributions from major insurers and top company executives, go to:* http://www.communalside.org/resource/healthcareinsurers05-06.xls

*“While we welcome the debate on health care reform, and agree with Nunez, Perata and Schwarzenegger that all Californians should be covered, we believe that any reform failing to change the way insurers do business has no chance of succeeding,” said Judy Logan, research director of FTCHR.*

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### Independent Banks

**Ranked by Total Assets as of September 2006**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Total Assets ($Millions)</th>
<th>% Change (12 months)</th>
<th>Return on Average Equity (ROE)</th>
<th>Core Capital As a % of Assets</th>
<th>N.P. Loans &amp; Debt-Related Secs. as % of Core Capital &amp; LEAD Loss Reserves</th>
<th>Income Before Extraordinary Items ($Millions)</th>
<th>Top Local Executive Title</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>CommerceWest Bank</td>
<td>1,772,249</td>
<td>42</td>
<td>-2.3</td>
<td>14.1</td>
<td>0</td>
<td>1,708,000</td>
<td>TAG Local Executive</td>
<td>Mobile</td>
<td>213.641.4184.1214</td>
<td><a href="mailto:info@commwestbank.com">info@commwestbank.com</a></td>
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<tr>
<td>2</td>
<td>Citizens Business Bank*</td>
<td>14,735</td>
<td>24</td>
<td>16.26</td>
<td>8.15</td>
<td>0</td>
<td>29,146</td>
<td>Charles P. Morris</td>
<td>President</td>
<td>(561) 493-0711</td>
<td><a href="mailto:charles@citbank.com">charles@citbank.com</a></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>First Mountain Bank**</td>
<td>89,000</td>
<td>11</td>
<td>11.49</td>
<td>9.05</td>
<td>0</td>
<td>877</td>
<td>David Green</td>
<td>President</td>
<td>(561) 493-0711</td>
<td><a href="mailto:davidg@citbank.com">davidg@citbank.com</a></td>
<td></td>
</tr>
</tbody>
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*FTCHR believes that, to succeed and be affordable, health care reform must:*

- Cap insurance company overhead and regulate rates in the proven way that California regulates auto insurance rates under Prop. 03.
- Cut executive bonuses, which reached $390 million for one executive in recent years.
- Prevent shifting of excess profits to out-of-state parent companies.
- End insurers’ practice of courting the healthiest prospects and rerating or “price out” anyone who is ill or could become ill.
- Establish a state-wide prescription purchasing pool to leverage the buying power of all Californians to achieve affordable medications.
The Four Factors of Risk
By Brian Tracy

The critical factor in selling today is risk. Because of continuous change and rapid obsolescence, the risk of buying the wrong product or service becomes greater as change intensifies. Our greatest single need is for security of all kinds and any buying decision that puts us out on a limb triggers the feeling of risk and threatens that security.

There are four main factors that contribute to the perception of risk in the mind and heart of the customer. The first is the size of the sale. The larger the sale, the more money involved, the greater the risk. If a person is buying a package of Lifesavers, the risk of satisfaction or dissatisfaction is insignificant. If a person is buying a computer system for their company, the risk factor is magnified by hundreds or thousands of times. Whenever you are selling a product that has a high price on it, you must recognize that risk enters into the buyer’s calculations almost immediately.

The second factor contributing to the perception of risk is the number of people who will be affected by the buying decision. If you go out for lunch alone to a new restaurant, the risk is very low. But if you invite a group of business customers to a restaurant to discuss a large transaction, the risk factor can be very high.

Almost every complex buying decision involves several people. There are who the product or service, the people who must pay for the product or service, there are the results expected from the installation of the product or service and there is the reputation of the person making the final buying decision. If a person is extremely sensitive to the opinions of others, this factor alone can cause him or her to put off a buying decision indefinitely. The third factor contributing to the risk perception is the length of life of the product. A product or service that, once installed, is meant to last for several years, generates the feeling of risk. The customer thinks, “What if it doesn’t work and I’m stuck with it?”

How many times have you bought something personally that turned out to be the wrong item and you were stuck with it? You couldn’t replace it with something more appropriate because of the amount you had already paid.

The fourth major risk factor is the customer’s unfamiliarity with you, your company and your product or service. A first-time buyer, one who has not bought the product or service before, or who has not bought it from you, is often nervous and requires a lot of hand-holding. Anything new or different makes the customer tense and uneasy. This is why new products or services, or new business relationships with your company, have to be presented as a natural extension of what the customer is already doing.

Now, here are two things you can do immediately to put these ideas into action:

First, demonstrate and prove to your customer that the people affected by this purchase will be happy and satisfied. Tell stories about other happy customers.

Second, show the customer that this purchase, even if it is new or unfamiliar is a logical extension of what the customer is already doing. Show the customer it makes sense.

About the Author: Brian Tracy is a legendary in the fields of management, leadership and sales. He has produced more than 300 audio/video programs and has written over 40 books, including his just-released book "The Power of Charm." He can be reached at www.briantracy.com.

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  - 333 Market St, Suite 1000, San Francisco, CA 94105
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- **Cohn & Associates**
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  - 206.623.7000

- **EgL Consulting**
  - 3250 Biltmore Way, Suite 400, Charlotte, NC 28277
  - 704.997.1000

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- **Lasik**
  - 1970 9th St, Suite 100, San Francisco, CA 94109
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- **Wilson & Company, Inc.**
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  - 415.259.2255

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MANAGER'S BOOKSHELF

Management In Print

“Diversity: Leaders Not Labels,”

by Stedman Graham; Free Press

(Simon & Schuster Inc.)

New York, New York, 2006;
242 pages. $25.00.

About 150 years ago a trade publication responded to an inquiry from a subscribing business owner. The confused businessman, who had been hiring Irish immigrants, wanted to learn whether he should treat his newly arrived employees more like the earlier German, French, or Welsh arrivals. The response was that if business owners treated their Irish employees more like blacks, they couldn’t go far from wrong.

The advice wasn’t a tasteless bit of so-called humor that simultaneously managed to shirk African-Americans, Irish-Americans, and, in fact, all Americans. It was typical of a then-commonplace view in America that held everyone in contempt whose roots couldn’t be traced to the island of Great Britain. Despite the fact that America’s greatness was built on the diversity of its people, until very recently, the history we taught our children has focused on how our growth and success depended on a more or less homogenous European ethnic and social background. At a single stroke, those with the “correct” social background justified their control of the nation’s economic power centers, while demeaning as lazy and congenitally stupid those who originated from any other parts of the world.

Overlooked within this attitude was the clear fact that each group (including Native Americans and the unwilling immigrants from Africa) came from cultures weren’t grossly different from one another in terms of the essentials. Most of all, each group understood that, the country’s immediate power structure to the contrary, America’s laws gave them the opportunity to thrive and prosper. After reviewing this history, author Stedman Graham’s point is that business owners have always played a vital role in making diversity a plainly visible fact of life in the American marketplace. He emphasizes this by noting:

“Business organizations, and people that demonstrate an understanding of the different cultural, linguistic, and religious requirements of existing and potential customers will have a natural advantage over those that don’t. That’s not conjecture. I deal with dozens of companies who tell me this over and over.”

Although the point is obvious (witness the impact on moving civil rights forward of boycotts and sit-ins at commercial establishments), it does need repeating. That’s because the real encoder of diversity is the qualitative and quantitative nature of national and global change. Graham goes on to point out:

“We’re dealing with a lot of ‘free agency.’ People are building their own personal brands, building their own Web sites, and building their own opportunities. We are dealing with constant change. There is a lot of reprocessing going on. We’re experiencing a phenomenal amount of work to China and India. There are plant closings, funding cuts, corporate downsellings, and well-publicized failures of leadership locally, regionally, nationally, and internationally. There’s new stressors, new health and aging issues... The world is changing faster than our understanding of it. Young people are entering jobs and leaving them so fast they aren’t around long enough to get employment benefits. A lot of people have to go back to work, or they remain on the job years longer than their forebears did.

How do we deal with all these changes? How do we process them?

We start by being more accepting of people of all backgrounds, being more flexible, more tolerant, and more fluid.

Although the author downplays intolerance among European immigrants for one another that has been so prominent in our history, his goal is to deal with transforming modern intolerance in business. Modern intolerance, however, looks a lot like the far older variety, and Europeans don’t have a lock on intra-ethnic, intolerance.

Fortunately, it’s easy to discover in each culture, in all nations, and on every continent. Graham clearly explains why it is in our nation’s best economic and moral interests to recognize and welcome diversity within our business communities. He offers some good advice on how to achieve it.

— Henry Holtzman

Bestselling Business Books

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


2. “ Freakonomics: A Rogue Economist Explores the Hidden Side of Everything,” by Steven D. Levitt (HarperCollins...$25.05) (1) Why you should accept the official version of anything.

3. “Death by Meeting: A Leadership Fable About Solving the Most Painful Problem in Business,” by Patrick Lencioni (John Wiley & Sons...$22.95) (4) Why meetings should have a purpose beyond getting together.

4. “Jeffrey Gitomer’s Little Red Book of Sales Answers,” by Jeffrey Gitomer (Nightingale...$19.95) (3) Sales gurus offers answers to sales questions.

5. “The World Is Flat [Updated and Expanded]: A Brief History of the Twenty-first Century,” by Thomas L. Friedman (Farrar, Straus & Giroux...$27.50) (5) Why business globalization has arrived and is likely to stay.

6. “Jim Cramer’s Mad Money Hardbook,” by James J. Cramer with Cliff Mason (Simon & Schuster...$25.00) (7) Wall Street’s angry man diversifies from TV to more books.


10. “Good to Great,” by Jim Collins (HarperCollins...$27.50) (9) Climbing the steps from being good to being great.

(2) Indicates a book’s previous position on the list.

* * * Indicates a book’s first appearance on the list.

*** Book previously on the list is on the list once again.
February 2007

Blue-Ribbon Panel Assesses Healthcare Needs in Eastern Riverside County

Seeking to chart the future direction of community health care, two groups of civic leaders have joined forces to create the Healthcare Assessment Resource Center (HARC). The nonprofit organization’s first major initiative is a voluminous research study that will provide the region’s deepest look yet into the healthcare needs of its diverse population.

Beginning this past month, residents across the region are receiving phone calls from a cadre of professional researchers tasked with gathering field data about a range of key healthcare issues.

Questions will focus on access to healthcare, behavioral risk factors, current health challenges, gaps in service, demographics. The fieldwork phase should conclude in April, followed by an extensive period of data tabulation, review and analysis. Findings from the study — slated to take place every three years — are scheduled to be published later this year.

HARC Board President Gray W. Smith, M.D., executive director of emergency services at Desert Regional Medical Center, said the needs assessment will create critically important baseline data for measuring outcomes, effectiveness and change resulting from funding decisions.

"This empirical data will help facilitate better strategic planning and business decisions for both the region’s healthcare system and its providers," said Dr. Gray W. Smith, M.D., executive director of emergency services at Desert Regional Medical Center.

Cherokee Nation Principal Chief Chad Smith Visits Cherokee Nation Groups in Southern California

Principal Chief Chad Smith, from the Cherokee Nation of Tahlequah, Oklahoma, visited four communities in Southern California on Jan. 13 and 14. Smith visited the Coachella Valley and Eastern Riverside County.

"Every partner in this organization is committed to seeing our citizenry enjoy a better quality of life, and this will lay the groundwork for achieving that goal," said Smith.

HARC is joining together a steering committee of some 31 California community partners and leaders, including hospitals, school districts, healthcare districts, county government, public safety and private sector interests. All are contributing substantial financial and human resources necessary to launch the comprehensive needs assessment.

The group has retained the nationally recognized consultancy ORC Macro to conduct the assessment. The report will be released in the Riverside County after a similar initiative designed for the California County Health Needs Assessment Agency.

The CEO for that organization has agreed to serve as a consultant for a former medical director of emergency services at Desert Regional Medical Center. Smith, said the needs assessment will create critically important baseline data for measuring outcomes, effectiveness and change resulting from funding decisions.

"This empirical data will help facilitate better strategic planning and business decisions for both the region’s healthcare system and its providers," said Dr. Gray W. Smith, M.D., executive director of emergency services at Desert Regional Medical Center.

February 2007

Interviewing... continued from page 10

9. Leadersh...Achieving extraordinary business results through people.

- Listen for an ability to obtain the trust, commitment and motivation of others to achieve goals.
- Sample question: "If you had a leadership position in the past, draw the organizational chart above and below your position to illustrate the scope of your leadership responsibilities.


- Listen for an ability to make timely decisions under difficult circumstances.
- Sample question: "Give me an example of when you had to make a quick decision when the risk of making an error was high."

Be sure to probe for as many different stories as possible, such as names, dates and other verifiable information. Skillful interviewees will also ask candidates for their thoughts or feelings about a situation to gain further insight.

How Do I Prepare for a Behavioral Interview If I Am问 the Interviewer or Company Hiring?

- If the job could talk, what would it say? About...
- The behaviors of the person who will always be able to deliver a professional performance.
- The attitudes of the people doing the job?
- The attributes or personal skills needed for superior performance?
- Job Benchmarking reveals why, how and what an individual can contribute to a job.
- It identifies a complete hierarchy of competencies or personal skills. It allows you to clarify any position issues. It prioritizes and translates the requirements needed.

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SEE PAGE 13 FOR DETAILS

Commentary...continued from page 12

avoid complacency. We must see ourselves as a vital and important part of the economy of this new circle of friends. We should realize that Asia and India may be an ocean away, but we have research, design and development here. Detroit may die an ugly death when cheap cars hit the showrooms, but the Inland Empire stands on new opportunities for the (relatively) new millennium. In short, our future depends on keeping our friends close, and keeping our enemies closer.
Christopher D. Myers, president and CEO of Citizens Business Bank has announced the following promotions: Paul Blenkenship has been promoted to senior vice president and credit administrator for the company’s second district county management center; the promotion of Ken Clark to the position of senior vice president and manager of the Riverside business development center; the promotion of James Force to the position of senior vice president and credit administrator in the credit management division; and the promotion of John Stenz to the position of senior vice president and manager of the San Bernardino Business Financial Center. (The City of Indian Wells has received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA). In addition, the city has also been honored with an Excellence in Budgeting Award for the current fiscal year from the California Society of Municipal Finance Officers (CSMFO)). Under Second District County Supervisor John Tavaglione’s direction a new 25,000 sq. ft. medical clinic facility will soon open on its downtown business service. Actual construction services will begin on March 5, 2007. The center’s services will include primary and specialty medical services. Services will include pediatric and obstetrical, dental, x-ray, and public health services, adolescent health care, infectious diseases, HIV/AIDS testing and counseling, public health nutrition, adolescent health care, and a Supplemental Nutrition Program for Women, Infants and Children (WIC). There will also be medical services provided by the hospital. Exclusive Care patients as well as an Exclusive Care Pharmacy. The $3,250,000 project, which is county staffed, will sit on Avenue A and an active member approximately 2.7 acres. The City of Glendora Rotary has hired a new planning director to replace recently retired Jack McGee. Accepting the position is Mary Lanier. Lanier has worked for the City of Murrieta since November as assistant planning director and named chief planning director December, as acting planning director. Lanier Murrieta after working as project manager for the recently retired Rick McGee for the last five years, a redevelopment and real estate consulting firm. There she worked on various redevelopment projects, grants, management, planning projects, and economic development recruiting projects, including the expansion of the DART Industrial Campus in the city of Commerce. She has also worked on economic development in the El Toro Redevelopment Project Area within the city of Lake Forest; and preparing funding applications totaling $1 million in Section 108 Loan Guarantees and Economic Development Incentive (EDI) Grant for Commerce and over $2 million in Special Distribution Fund 621 Funds (Indian gaming) for the city of San Jacinto. Lanier also has extensive city experience, spending two and half years and empty years half for the city of San Jacinto and 11 years for the City of Moreno Valley. Lanier is also President of Tencumela...President and CEO Kevin McCarthy of PFF Community Partners has announced the appointment of Homal Mammegi and Rene Zamora to vice president and managing director for the company. In this role, Rezinas will oversee a 35-person staff that serves more than 10,000 commercial and individual clients. Mari M. Rezinas, ARM, has been named president of Patriot Insurance, a subsidiary of Riverside-based Altura Credit Union. She joined the company early last year as vice president of Commercial Lines. In this role, Rezinas will oversee a 35-person staff that serves more than 10,000 commercial and individual clients.
I have been in search of a fine Chinese restaurant for some time. The one I used to like hired new people and the quality went down hill fast. I reported some misconduct and Chang's in Victoria Gardens is good but it's always crowded and it's a bit pricey.

Now I have found a place that fits my needs. The Emperor’s Kitchen opened a few months back in a shopping center on Foothill and they held a Rancho Cucamonga Chamber of Commerce ribbon cutting shortly after that. Sample dishes that they put out for the crowd went fast. The quality of the food was very apparent.

Shortly after that we went back to review the restaurant for the Business Journal’s radio show. Everything was excellent again. True, one member of the Journal’s party wasn’t impressed with the string beans, but the rest of us thought it was very good. Too many restaurants have turned the egg roll into a deep-fried lettuce thing. Those do not impress me, and I seldom finish them. The egg roll at Emperor’s Kitchen was as good as the rest of the meal, and while it may sound like a small thing, it’s important to me.

Fried rice comes with the lunch combo, of course, and here again other locations seem to simply run soy sauce over steamed rice. The fried rice here was wonderful.

For my entrance I went, cautiously, with the Kung Pao Chicken. The sauce was indeed spicy, but the usual amount of dangling chili peppers was kept to a minimum, making for quite a spicy treat without burning out my sinuses.

Dinner combinations, you continued on page 37.

Restaurant Review

Lunch in the Emperor’s Kitchen

By Joe Lyons

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Now I have found a place that fits my needs. The Emperor’s Kitchen opened a few months back in a shopping center on Foothill and they held a Rancho Cucamonga Chamber of Commerce ribbon cutting shortly after that. Sample dishes that they put out for the crowd went fast. The quality of the food was very apparent.

Shortly after that we went back to review the restaurant for the Business Journal’s radio show. Everything was excellent again. True, one member of the Journal’s party wasn’t impressed with the string beans, but the rest of us thought it was very good. Too many restaurants have turned the egg roll into a deep-fried lettuce thing. Those do not impress me, and I seldom finish them. The egg roll at Emperor’s Kitchen was as good as the rest of the meal, and while it may sound like a small thing, it’s important to me.

Fried rice comes with the lunch combo, of course, and here again other locations seem to simply run soy sauce over steamed rice. The fried rice here was wonderful.

For my entrance I went, cautiously, with the Kung Pao Chicken. The sauce was indeed spicy, but the usual amount of dangling chili peppers was kept to a minimum, making for quite a spicy treat without burning out my sinuses.

Dinner combinations, you continued on page 37.

Restaurant Review

Lunch in the Emperor’s Kitchen

By Joe Lyons

I have been in search of a fine Chinese restaurant for some time. The one I used to like hired new people and the quality went down hill fast. I reported some misconduct and Chang’s in Victoria Gardens is good but it's always crowded and it's a bit pricey.

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Dinner combinations, you continued on page 37.
Executive Notes...
Continued from page 34 and Glendora Community Council. Serving as the branch manager, of the Rancho Cucamonga office, Zamora is active in the Rancho Cucamonga Chamber of Commerce, Rancho Cucamonga Rotary Club and YMCA. A member of the Ontario Chamber of Commerce, Latino Business Council and Ontario Parkway Kiwanis, Torres serves as the branch manager of PFP's Ontario office...Galleria at Tyler's newest general manager comes home. It's been nearly three years since Jim Fuson last worked at Galleria at Tyler from the mall's sister property, Moreno Valley Mall. He will be responsible for the overall shopping center with primary focus on the new development, leasing, and increasing the value of the asset.

In addition, he will be overseeing the administration, operations, marketing, business development, capital improvements and the strategic plan developed for the center. In October 1996, he worked at Galleria at Tyler as the operations manager, then as assistant general manager in July 2002, and after that, as general manager of Moreno Valley Mall from July 2004 to November 2006. Fuson's vision for Galleria at Tyler is to increase leasing, development, community interaction, and build a strong and loyal consumer base and capital for this General Growth property.

CA Jobs...continued from page 23
lic administration (58.2 percent); and natural resources, mining, and construction (52.0 percent) took place in inland counties. In addition, nearly half of the state's job growth in financial activities (47.7 percent) occurred inland.

The number of jobs located in inland counties has increased from 1990 to 2006, the number of inland county jobs rose by 45.9 percent—an 8.1 percentage point difference. Census data on current pattern suggests this difference is because some of the new jobs in inland counties are being filled by inland county residents who formerly worked in coastal counties. The share of the state's workers who live inland and inland increased by 2.0 percent points from 20 percent in 1990 to 22.9 percent in 2000—the most recent year for which data are available. Over the same period, the share of workers who live in coastal counties and commute inland remained essentially the same.
# New Business

**County of Riverside**

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone</th>
<th>Industry</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>RCK CONSTRUCTION</td>
<td>22520 KEMPER RD</td>
<td>(909) 822-1033</td>
<td>General Contractor</td>
<td>rckconstruction.com</td>
</tr>
<tr>
<td>WESTMOUNT CAVALLERIA &amp; EPOXI JNT FILLER</td>
<td>458 LA CORTE MURRIETA</td>
<td>(951) 697-1307</td>
<td>Remodeling</td>
<td>westmountcanter.com</td>
</tr>
<tr>
<td>WILSHIRE CONSTRUCTION SERVICES</td>
<td>15031 CAROLINA ST</td>
<td>(714) 548-1234</td>
<td>Remodeling</td>
<td><a href="http://www.wcsafety.com">www.wcsafety.com</a></td>
</tr>
<tr>
<td>WING FAMILY INC</td>
<td>30715 SLEEPY HOLLOW LN</td>
<td>(909) 861-9234</td>
<td>Residential Remodeling</td>
<td>wingfamilyinc.com</td>
</tr>
<tr>
<td>WOODSTOCK CONSTRUCTION</td>
<td>36812 FAIRWAY CT</td>
<td>(760) 869-0840</td>
<td>Remodeling</td>
<td>woodstockconstruction.com</td>
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## New Business

**Riverside County**

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<th>Name</th>
<th>Address</th>
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<th>Website</th>
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<tbody>
<tr>
<td>RECAL THERAPY</td>
<td>1157 W. GRAND AVE</td>
<td>(909) 385-2555</td>
<td>Physical Therapy</td>
<td>recaltherapy.com</td>
</tr>
<tr>
<td>MAKO HOME LOANS</td>
<td>20105 WICKER DR</td>
<td>(951) 526-6465</td>
<td>Mortgage Lending</td>
<td>makohome.com</td>
</tr>
<tr>
<td>DALE'S REPAIR SERVICES</td>
<td>2436 CRESCENT PLC</td>
<td>(909) 281-9743</td>
<td>General Contractor</td>
<td>dalestaking.com</td>
</tr>
<tr>
<td>LAPPEAD MONTESSORI</td>
<td>22500 N. TEMPLE</td>
<td>(951) 852-1234</td>
<td>Early Education</td>
<td>lappeadmontessori.com</td>
</tr>
<tr>
<td>ATALAY BEAUTY SALON</td>
<td>1114 S. ELMWOOD</td>
<td>(909) 737-4222</td>
<td>Beauty Services</td>
<td>atalaybeautysalon.com</td>
</tr>
<tr>
<td>C &amp; L KIDS</td>
<td>THE LEARNING CENTER</td>
<td>(909) 264-1131</td>
<td>Child Care</td>
<td>clikids.com</td>
</tr>
<tr>
<td>DEBBIE'S PLEASANT HOME CARPET</td>
<td>401 N. MAIN ST</td>
<td>(909) 556-2222</td>
<td>Home Services</td>
<td>debbiespleasanthomecarpet.com</td>
</tr>
<tr>
<td>B &amp; K MARKETING</td>
<td>152 N. ELMWOOD</td>
<td>(909) 737-4212</td>
<td>Marketing Services</td>
<td>bkmktng.com</td>
</tr>
<tr>
<td>KELLY'S CHARLOTTE'S</td>
<td>1250 N. ELMWOOD</td>
<td>(909) 737-4200</td>
<td>Beauty Services</td>
<td>kellyscharlotte.com</td>
</tr>
<tr>
<td>PRACTICAL DECAL</td>
<td>124 N. ELMWOOD</td>
<td>(909) 737-4199</td>
<td>Printing Services</td>
<td>practicaldecal.com</td>
</tr>
<tr>
<td>LIBERTY NAILS &amp; SPA</td>
<td>201 N. ELMWOOD</td>
<td>(909) 737-4188</td>
<td>Beauty Services</td>
<td>libertynailsandspa.com</td>
</tr>
<tr>
<td>PEARL BEAUTY AND NAIL</td>
<td>101 N. ELMWOOD</td>
<td>(909) 737-4177</td>
<td>Beauty Services</td>
<td>pearlbeautyandnail.com</td>
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<tr>
<td>PEPPERFIRE BOOKSTORE</td>
<td>150 N. ELMWOOD</td>
<td>(909) 737-4166</td>
<td>Bookstore</td>
<td>pepperfirebookstore.com</td>
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<tr>
<td>AC POOL TILE CLEANING</td>
<td>14400 CALLE RODRIGO</td>
<td>(909) 737-4155</td>
<td>Pool Maintenance</td>
<td>acpooltilecleaning.com</td>
</tr>
<tr>
<td>MEXICAN MADE DESIGNS</td>
<td>14300 PALOS VERDES</td>
<td>(909) 737-4144</td>
<td>Artisan Goods</td>
<td>mexicanmade.com</td>
</tr>
<tr>
<td>BEST BABY &amp; BEAUTY SARAH</td>
<td>401 N. ELMWOOD</td>
<td>(909) 737-4133</td>
<td>Home Services</td>
<td>bestbabybeautysarah.com</td>
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<tr>
<td>MUSICAL SPOT</td>
<td>150 N. ELMWOOD</td>
<td>(909) 737-4122</td>
<td>Music Services</td>
<td>musicalspot.com</td>
</tr>
<tr>
<td>INVITING INTERIORS BY LIZ</td>
<td>150 N. ELMWOOD</td>
<td>(909) 737-4111</td>
<td>Interior Design</td>
<td>invitinginteriorsbyliz.com</td>
</tr>
<tr>
<td>MOISHE TONT</td>
<td>400 N. ELMWOOD</td>
<td>(909) 737-4100</td>
<td>Jewish Services</td>
<td>moishe-tont.org</td>
</tr>
<tr>
<td>ARTS AND CRAFTS</td>
<td>150 N. ELMWOOD</td>
<td>(909) 737-4099</td>
<td>Craft Services</td>
<td>artsandcrafts.com</td>
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## Residential Real Estate Builders Serving the Inland Empire

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<tr>
<th>Builder</th>
<th>Address</th>
<th>Phone</th>
<th>Years in Business</th>
<th>Website</th>
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<tbody>
<tr>
<td>Empire Capital</td>
<td>50410 Paseo Corrado, Ste. 100</td>
<td>(909) 822-1033</td>
<td>20</td>
<td>empirecapitalhomes.com</td>
</tr>
<tr>
<td>N &amp; N Construction</td>
<td>402 S. Main St, Ste. 100</td>
<td>(909) 822-1033</td>
<td>20</td>
<td>nnconstruction.com</td>
</tr>
<tr>
<td>KB Homes</td>
<td>401 S. Main St, Ste. 100</td>
<td>(909) 822-1033</td>
<td>20</td>
<td>kbhome.com</td>
</tr>
<tr>
<td>D.R. Horton</td>
<td>9627 Depot Cir, Ste. 100</td>
<td>(909) 822-1033</td>
<td>20</td>
<td>drhorton.com</td>
</tr>
<tr>
<td>K. Barron Investment Homes, Inc</td>
<td>402 S. Main St, Ste. 100</td>
<td>(909) 822-1033</td>
<td>20</td>
<td>kbarroninvestmenthomes.com</td>
</tr>
<tr>
<td>John Lueg Homes</td>
<td>402 S. Main St, Ste. 100</td>
<td>(909) 822-1033</td>
<td>20</td>
<td>johnlueghomes.com</td>
</tr>
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<td>Empire Capital</td>
<td>50410 Paseo Corrado, Ste. 100</td>
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<td>20</td>
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**Note:** Figures are approximate and may not reflect current market conditions. Accuracy and completeness cannot be guaranteed. Information provided is subject to change. Please verify directly with the builders for the most up-to-date information. The list was obtained from the Inland Empire Business Journal, Feb. 2007. Data compiled by Robyn Bode. Copyright © 2007. Updated January 2007 from that report issued in January 2006.
"Thanks."

Although there are plenty of good commercial real estate brokers, these guys are among the very best. Thanks again for your business in 2006.

Congratulations on a job well done!

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