

California State University, San Bernardino

CSUSB ScholarWorks

Inland Empire Business Journal

Special Collections & University Archives

3-2007

March 2007

Inland Empire Business Journal

Follow this and additional works at: <https://scholarworks.lib.csusb.edu/iebusinessjournal>



Part of the [Business Commons](#)

Recommended Citation

Inland Empire Business Journal, "March 2007" (2007). *Inland Empire Business Journal*. 144.
<https://scholarworks.lib.csusb.edu/iebusinessjournal/144>

This Article is brought to you for free and open access by the Special Collections & University Archives at CSUSB ScholarWorks. It has been accepted for inclusion in Inland Empire Business Journal by an authorized administrator of CSUSB ScholarWorks. For more information, please contact scholarworks@csusb.edu.

INLAND EMPIRE business journal

www.busjournal.com

VOLUME 19, NUMBER 3

\$2.00

March 2007



***AUTO**SCH 3-DIGIT 926
Ingrid Anthony
6511 CRISTA PALMA DR
HUNTINGTON BEACH, CA 92647-6617

PRESTIGE STANDARD
US POSTAGE
PAID
Ontario, CA
Permit No. 1

AT DEADLINE

New Internet Web Platform Launch Focusing on China

With the launching of the newly-built web portal platform **AmeriChinaB2B** (www.americhinab2b.com) and its potential benefits for U.S. businesses across Massachusetts and the country, local businesses have begun to recognize this unique cyber product as an international resource for assisting them to sell into the Chinese market. **AmeriChinaB2B.com**, a web platform designed to present a business Internet message to Chinese buyers, functions as a "sales lead generation" tool for small- and medium-sized U.S. businesses. The sales and marketing web platform is the creation of Dr. Ben Lee, an electrical engineer, who lives in Palo Alto, California.

Lee, along with a partner in Massachusetts (a former Boston marketing information specialist) and a consultant and educator, Dr. James Noonan in Boston, have established and
continued on page 6

Feminist Gloria Steinem to Speak

Considered one of the foremost leaders of the modern feminist movement, author, journalist and political activist Gloria Steinem will speak at Cal State San Bernardino on March 13.

Spponsored by the CSUSB
continued on page 24



Behind the scenes of a corporate scandal

By Dan Blacharski

There are cases in corporate America today that rightfully enrage the American public. Corporate accountability is at an all-time low, and despite new legislation designed to promote a higher level of accountability in the corporate sector, the board room still has not won back the hearts and minds of the American public. Small wonder, with corporate CEOs raking in record high salaries, while employees

go without raises, pensions or acceptable healthcare benefits.

A corporate CEO makes an easy target indeed, and it's easy to point the finger of blame when things go belly-up. To be truthful, that finger of blame is often correctly aimed, and Wall Street's recent history of lies, malfeasance and outright theft make us feel righteous in our indignation. That's why it was so
continued on page 7

UCR Scientists Receive Funding From the California Institute for Regenerative Medicine

Two UC Riverside faculty members have each received funding from the California Institute for Regenerative Medicine, California's stem cell research initiative, to conduct research on the growth of human

embryonic stem cells in the laboratory, and to explore whether a type of RNA – a single-stranded molecule that translates genetic information – can help stem cells differentiate into specific kinds of cells.
continued on page 22

Special Sections

Corporate Profile:
Glen Ivy - *Swimming in History*

Page 13

Executive Time-Out:
Winter Park Resort
Invest or Play

Page 43



Paul Ryan, General Manager
Fantasy Springs Resort
Hotel & Casino

pg. 11

Ontario's State of the City

By Joe Lyons

Red Skelton once said of Seattle, as he observed the ongoing construction of its downtown area, "This will be a nice town when they get it finished."

The same could be said of Ontario.

In just the past decade, Ontario has seen the opening of its new airport terminal, the Ontario Convention Center, The Ontario Mills Mall, the Mountain Avenue corridor project, including the new Gateway Center at 6th and Mountain and the new police station where the old Fedco was. Believe it or not, the Ontario Auto Center is nearly two decades old already.

And yet, the city is still growing.

Now comes that time of the year when cities present their Mayor's State of the City lunches where the reports are that
continued on page 17

CVB Financial Corp. Announces Merger

Christopher D. Myers, president of Citizens Business Bank and Don M. Griffith, chief executive officer of First Coastal Bank, N.A., jointly announced today that the two financial institutions have executed a definitive merger agreement. This agreement provides for the merger of First Coastal Bancshares with and into CVB Financial Corp. and the merger of First Coastal Bank with and into Citizens Business Bank, with Citizens Business Bank surviving as the continuing banking operation.

The definitive agreement provides that each outstanding share of First Coastal Bancshares will be converted into \$276.73 in cash or \$276.73 in value of CVB Financial Corp. common stock (based on a volume weighted average trading price for a period of 20 trading days prior to consummation of the merger) at the election of First Coastal Bancshares shareholders. The total purchase price of approximately \$35 million will be paid half in cash and half in CVB

Financial Corp. stock. Accordingly, the shareholders of First Coastal Bancshares will be subject to proration procedures in the event that the First Coastal Bancshares shareholders make elections for more than half of the merger consideration to be paid in cash or CVB Financial Corp.

stock, as the case may be. The transaction is subject to shareholder and regulatory approval and other customary conditions. It is expected to be completed during the second quarter or early third quarter of 2007.

"The merger with First Coastal provides Citizens

Business Bank the opportunity to expand our geographic presence into the South Bay and West Los Angeles areas of Southern California. It is also synergistic with our plans to open new business financial center locations in Torrance and Century City," stated Chris Myers.

17 years of **Relationship Banking**

Frankie Barouti
Giant RV

Frankie Barouti is excited that Giant RV is the largest RV dealership in the country!

When Frankie and his father, Bob needed help managing a growing business, they got valuable assistance with **Citizens On-Line Banking, Bank Card processing and a Construction Loan...the TOP Business Bank in the Nation** - US Banker Magazine.

A Great Relationship for 17 years helped Giant RV get even bigger!

Member FDIC

CITIZENS BUSINESS BANK

1-888-4-CBBANK
www.cbbank.com

Land Sells for Hard Rock Condo Hotel

After almost a year of overcoming challenges, a sale of a 1.8-acre parcel of land located at 700 E. Tahquitz Canyon Way for \$5.81 million is the last parcel needed for the development of a 10-acre, 499-room Hard Rock Hotel in downtown Palm Springs. The Hard Rock Condo Hotel will change the face of Palm Springs by bringing a hip new demographic to the desert and will spur other complimentary area development.

Construction is expected to commence early 2008 with completion anticipated for 2009. The property is located on the central boulevard, Tahquitz Canyon Way, which connects the airport to downtown Palm Springs. It is also adjacent to the expanded convention center.

Ontario's Airport Just Keeps on Growing

By Joe Lyons

On Feb. 5th a small Brazilian passenger jet called an *Embraer*, came into its final approach to LA/Ontario International Airport. On board were the mayor of Ontario, along with the mayor of Los Angeles and Jim Ream, the president of ExpressJet, which owns the aircraft.

As the wheels touched ground, ONT experienced the largest expansion of air service in its 84-year history. ExpressJet had claimed a new home. Ontario became the company's Southwestern base, and with that comes an immediate 25 percent increase in daily departures, along with a 63 percent jump in the number of nonstop destina-

tions available out of LA/ONT. This marked one of two major steps in Los Angeles' drive for a regional approach to meeting air travel demand in Southern California.

According to Villaraigosa, Houston-based ExpressJet, the nation's largest regional airline, and one of *Fortune Magazine's* Most Admired Airlines, has selected ONT as the focus city for a new airline it is launching this spring. ExpressJet will inaugurate 29 daily flights at ONT between April 2 and May 14, which will serve 14 new nonstop destinations.

continued on page 26

Pomona Valley Heart Victims Are Headed for PVHMC

Los Angeles County ambulances are now instructed to take patients, within a 30-minute radius, who are experiencing a ST-Elevated Myocardial Infarction, to Pomona Valley Hospital Medical Center and its Stead Heart and Vascular Center. As a result of this designation, paramedics in the field now work directly with hospital emergency physicians, cardiologists and clinicians to diagnose patients.

The type of heart attack known as a ST-elevated myocardial infarction (STEMI), or an acute heart attack caused by blood clots, can permanently damage heart muscle without early intervention. If a STEMI is determined, paramedics are required to bypass non-designated hospitals and transport to a designated STEMI Receiving Center (SRC). Prior to the SRC program, patients suffering from a STEMI were taken to the nearest hospital regardless of the cardiac

services available at that facility. It is important to note here that the Journal has learned the 30-mile radius will not cover into San Bernardino County. A spokesman for PVHMC stressed that this is a Los Angeles County program, although it is quite possible that individual cases can be accommodated.

Through support and a \$3 million grant from the Annenberg Foundation and American Heart Association, Los Angeles County Emergency Medical Services Agency was able to provide essential 12-lead electrocardiograms (EKGs) to all LA County and City Fire Departments. The county's Board of Supervisors approved an additional \$4 million in September 2006. The goal is that by June 30, 2007, all emergency transportation vehicles will have a 12-Lead EKG.

continued on page 14

Inland Empire, We Mean Business.

Cal National Bank has underwritten and provided Working Capital Financing for:

ClassicPlan Premium Financing, Inc.
Insurance Premium Financing

\$50,000,000

Working Capital Credit Facility

Cal National Bank stands ready to fulfill the needs of the Inland Empire business community with a host of products, services and a dedicated team of business banking professionals.

For more information, please contact:
Doug Martins- Business Development Officer
(909) 803-1083

Josh Lyons- Relationship Manager
(909) 803-1082

CalNational BANK
67 Neighborhood Branches
calnational.com
8047 Day Creek Boulevard
Rancho Cucamonga, CA 91739

Member FDIC

LASIK EMPIRE
MEDICAL CORP.

- PROFESSIONAL
- QUALITY
- RESULTS
- AFFORDABLE

\$395 per eye

*Prices valid for candidates with -1.00 to -1.50 myopia. No astigmatism. CK & CustomVue extra. Nidek Only. Must present ad at booking surgery.

- 2 Lasers on Site
- State Of The Art Equipment
- CK & Traditional LASIK
- Pre & Post Op. Care

FREE CONSULTATION

• Ask About **CustomVue™ LASIK**

LASER COSMETIC SURGERY
Face Lift - Facial Rejuvenation - Botox & Collagen
Nose Sculpting - Chemical Peel - Acne Rosacea - Eye Lids & More
Ask for Rosy or Sabina

Hurry while offer lasts! Se Habla Español. \$0 Down OAC. Regular \$495 per eye

1-800-585-4393

9496 Magnolia Ave. #102A Riverside, CA 92503
www.lasikempire.com

INDEX

This March in the Inland Empire
Business Journal!

News and Features

Behind the Scenes of a Corporate Scandal With corporate CEOs raking in record high salaries, while employees go without raises, pensions or acceptable healthcare benefits, corporate accountability is at an all-time low.1

Negotiate to Win: Win-Win is for Losers! Win big/win small means getting what you came for while still making sure the other party's needs are met as well7

Marcus & Millichap 2007 Annual Report for Riverside-San Bernardino The local population has grown dramatically in recent years, as new residents have been drawn to the area by comparatively affordable housing prices. Robust growth continues to attract developers to the Inland Empire10

Corporate Profile: Glen Ivy - Swimming in History The popular Glen Ivy Hot Springs has a rich history starting with a Spaniard tribe. It has faced its ups and downs in the past. Today it employs over 550 throughout the chain13

Quote of the Day-

Theodore Roosevelt's ideas on immigrants and being an American in 1907:

"In the first place, we should insist that if the immigrant who comes here in good faith becomes an American and assimilates himself to us, he shall be treated on an exact equality with everyone else, for it is an outrage to discriminate against any such man because of creed, or birthplace, or origin. But this is predicated upon the person's becoming in every facet an American, and nothing but an American....There can be no divided allegiance here. Any man who says he is an American, but something else also, isn't an American at all. We have room for but one flag, the American flag....we have room for but one language here, and that is the English language....and we have room for but one sole loyalty and that is a loyalty to the American people."

-Theodore Roosevelt 1907

Columns

Real Estate Notes	6
Investments and Finance	9
Commentary	12
Corporate Profile	13
Sales	16
Computer Technology	18
Managing	20
The Lists:	
Commercial Real Estate Brokers Serving the Inland Empire	25
MBA Executive Programs in the Inland Empire	26
Business & Liability Insurance Agencies	29
Time Management	30
Manager's Bookshelf	31
Executive Notes	33
Restaurant Review	36
Calendar	38
Letter to the Editor	39
New Business Lists:	
County of San Bernardino	40
County of Riverside	42
Executive Time Out	43

PORTER'S
PRIME STEAK HOUSE

Treat yourself with exceptional food & incredible dining experience. Proud to feature USDA Prime Midwestern Beef and fresh seafood and chops.



"Serving an extraordinary dining experience..."

DOUBLE TREE
HOTEL

ONTARIO AIRPORT

We hope to see you soon...

222 North Vineyard Avenue, Ontario CA 91764
Phone: 909.937.0900 ~ FAX: 909.937.1999
Website: www.ontarioairport.doubletree.com

Misty's
LOUNGE



After enjoying your fine meal, dance the night away... live entertainment & party atmosphere. Featuring today's top 40 hits & music from the 70's, 80's and 90's.

"Live Entertainment Seven Nights a Week"

Deal or No Deal:

The Anatomy of Making Good Decisions

By Deanne DeMarco

Phil was recently promoted to line manager in a Fortune 500 manufacturing plant. Tina is the new call center director in a utility company; John was promoted to vice president of clinical research in a pharmaceutical company. The aptitude to make sound decisions for each of these managers is critical for their respective companies and also for their careers and ability for future advancement.

Every day we are confronted with decisions that affect our lives in varying degrees. Without effective decision-making skills and strategies, even the most talented and brilliant can experience crushing disappointments. It is clear that the ability to make sound decisions is critical in today's world of quick fixes and superficial solutions. When a crisis occurs or tough choices need to be made, the ability to make accurate judgments is essential. At times the choice is between two defined alternatives, at other times there are many alternatives. Decision, choice or judgment errors can have grave consequences. Here are some tips that can help you make sound decisions, no matter what the situation.

Deal: Strategies for Making Good Decisions

1. Analysis: At the heart of good decision-making is the ability to conduct proper analysis of the problem. All too often decision-makers rely on opinion rather than facts. Unfortunately we are often plagued with inconsistent messages and incomplete data. Another issue is the problem of self-serving bias. Managers will often listen to the people who share a common viewpoint and disregard information that conflicts with their position.

Another analysis issue is bad data. According to a recent nationwide survey by Harris Interactive, they concluded that 75 percent of

workers made business decisions that were later determined to be wrong due to faulty data. The Harris survey recounted that 94 percent of U.S. workers trusted their data, and did not seek additional sources when making a decision. Workers admitted to making bad decisions on information that was inaccurate, incomplete or contradictory.

2. Utilize decision-making tools routinely. There are a number of effective decision-making tools. One easy to use tool is the pro/con T-chart. Before making decisions identify the outcome pros and cons. After a list has been generated, go back and put a value on each of the items. By writing it down you will be more likely to see the value of the outcomes for the decision.

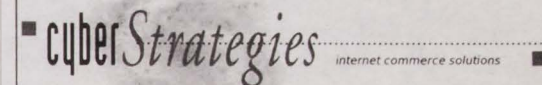
Another excellent tool is the fishbone diagram suggested by Ishikawa. The fishbone diagram is used to identify the causes and effects of the problem. If a decision is made to correct the wrong cause, the problem will not be solved and new problems may develop. To construct the fishbone diagram, draw a long horizontal line that represents the problem. Then draw diagonal lines from the horizontal line. Label each line with issues that relate to the problem, for example, people, machines, materials, and methods are typical problem issues. From each of the diagonals draw shorter lines that run parallel to the problem line. On these lines identify specific issues that affect the larger problem. This visual analysis diagram is one way of helping the decision maker analyze the problem's cause and effect.

3. Identify criteria for a good decision. What would a successful decision look like? What is required of the solution? When the decision is between a set of alternatives, first identify the criteria required for the ideal solution. By

continued on page 35

Having trouble keeping your website up-to-date?
Does it take forever to get your website updated?
Is your web staff overworked?

We can help!



- Content management solutions
- E-commerce tools and services
- Online shopping carts and credit card transactions
- Website planning, design and implementation
- Website project management services
- Website hosting
- Custom search engines, directories and catalogs

Our content management tools can help you decouple the look-and-feel of your site from the informational content. Your clerical staff can keep your content up-to-date; they won't have to wait for your overworked web experts to do it.

For more info see us at www.csz.com
Call today for a free consultation!
909-920-9154 x27

INLAND EMPIRE business journal

PUBLISHED BY
Daily Planet Communications, Inc.

MANAGING EDITOR
Ingrid Anthony

PUBLISHER'S ADVISORY BOARD
Julian Nava, Ph.D., Former U.S. Ambassador to Mexico
Stephen C. Morgan, President, University of La Verne
Barbara L. Crouch, Human Resource Consultant
Cliff Cummings, Toyota of San Bernardino

CORRESPONDENTS AND COLUMNISTS

Michael Soon Lee	Dan Coughlin	Valerine Greene	Deanne DeMarco
Dan Blacharski	Vince Thompson	Henry Holtzman	Joe Lyons
	J. Allen Leinberger	Gerard P. Keenan	

STAFF

Travel Editor: Camille Bounds	Administrative Asst.: Robin Powers
Art Director: Daniel Escamilla	Consultant: Mel Pervais

Vol. 19, No. 3, March 2007 --- Inland Empire Business Journal is published monthly by Daily Planet Communications, Inc., 2910 East Inland Empire Boulevard, Suite 107, Ontario, CA 91764. (909) 483-4700. Bulk rate U.S. postage paid, Ontario, CA, permit No. 1. Send address changes to: Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729. Information in the Inland Empire Business Journal is deemed to be reliable, but the accuracy of this information cannot be guaranteed. The management of the Inland Empire Business Journal does not promote or encourage the use of any product or service advertised herein for any purpose, or for the purpose or sale of any security. "Inland Empire Business Journal" trademark registered in the U.S. Patent Office 1988 by Daily Planet Communications, Inc. All rights reserved. Manuscripts or artwork submitted to the Inland Empire Business Journal for publication should be accompanied by self-addressed, return envelope with correct postage. The publisher assumes no responsibility for their return. Opinions expressed in commentaries are those of the author, and not necessarily those of the Inland Empire Business Journal. Subscription payment must accompany all orders for the monthly journal or annual Book of Lists. Copyright © 2000 Daily Planet Communications, Inc.



REAL ESTATE NOTES

Panattoni Development Company's retail division, headquartered in Irvine, announced that Plano, Texas-based **JCPenney** has signed a lease to open a 103,525-sq.-ft. store at Rancho del Chino, **Panattoni's** new \$90 million retail development project, which is under construction in Chino. Currently, **Home Depot** is under contract to purchase 9.2 acres from **Panattoni** and is expected to open a 106,278-sq.-ft. store plus a 34,760-sq.-ft. garden center. **Home Depot** and 39,000 square feet of retail shop space are slated to open in Jan. 2008. **JCPenney** is expected to open on Oct. 5, 2008. Upon completion, the 42-acre project is expected to include an electronics retailer and office supply store as well as additional retail shops and restaurants. Located at the northeast corner of Ramona Avenue and Chino Hills Parkway, the new retail development is being built on one of the last commercially developable pieces of land along the 71 Freeway.....**Marcus & Millichap Real Estate Investment Brokerage Co.** recently announced the sale of **Betania Apartments** in Riverside. This well-maintained apartment community commanded a sales price of \$1,190,000. **Cray Carlson** and **John Collins**, investment specialists in **Marcus & Millichap's** Ontario office, had the exclusive listing to market the property on behalf of a CA-based private investor. The **Betania Apartment** complex is located at 4617 Jurupa Ave. in the city of Riverside.....In Victorville, Atlanta-based **Newell Rubbermaid** leased a 407,600-sq.-ft., build-to-suit facility at the **Southern California Logistics Airport (SCALE)**, a master-planned 8,500-acre multimode transportation hub supported by air, ground and rail connections. The 10-year deal has a total value of roughly \$15 million, or about \$0.31/sq. ft./month. The building is one of several warehouse and distribution buildings to be developed during Phase I construction at the logistics center, a development of **Starling Capital Investments**, a joint venture between Foothill Ranch-based **Starling Enterprises** and Denver-based **DCT Industrial Trust Inc.** Phase I development is being supported through a \$350 million investment from **Starling Capital Investments**. Construction of the **Newell Rubbermaid** distribution building, which will create about 150 jobs, is expected to commence last quarter of 2007 with move-in planned for Sept. 2007. Overall Phase I development plans at **SCALE** include the construction of approximately 6.4 million square feet of industrial facilities on over 350 acres of land. The new industrial space will be built on a spec basis and will be comprised of diverse product types including large scale distribution and multi-tenant facilities. Phase I aims to create 13,150 direct and ancillary jobs.

This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rentv.com. For more commercial real estate information from around California, go to www.rentv.com.

Web Platform...

continued from page 1

developed their web product, and its attributes, while constructing effective management and sales teams-- literally across the globe. Company offices include Boston, Palo Alto (headquarters) and Beijing, China.

The platform services will provide **AmeriChinaB2B** (www.americhinab2b.com) clients integrated marketing and sales-focused portals to deliver their sales messages to Chinese businesses in addition to sourcing opportunities as well as offering a unique competitive advantage. "The new platform offers online and offline marketing promotions and credential investigations of Chinese buyers. Additional features include marketing research, website, and documentation--as well as Chinese translation, local domain hosting services, sales assistance and offshore feasibility research," said Dr. Ben Lee, president of the new Internet marketing start-up **AmeriChinaB2B** (www.americhinab2b.com).

Lee explains that by establishing an easy-to-use web approach, **AmeriChinaB2B** (www.americhinab2b.com) can offer integrated sales and multi-applications for businesses for business content, selling and sourcing.

"Using the latest information technology, we are able to capitalize on delivering to small- and medium-sized U.S. businesses methods to finally overcome barrier. and to sell directly to China's vast industrial and business markets," Lee added.

Lee reports that many smaller U.S. businesses, lacking the resources of large multinational corporations, still have the desire in selling to potential markets in China. "Unfortunately, these businesses do not know how to get started and **AmeriChinaB2B** (www.americhinab2b.com) can assist them to undertake this process," Lee commented.

These small businesses look at the Chinese market and conclude its too difficult to enter. They find few options. "Now **AmeriChinaB2B** (www.americhinab2b.com) will deliver their buying, selling and inquiring options directly into the heart of the world's largest market," says Lee.

Lee explains, "The uniqueness of the **AmeriChinaB2B** product offers the opportunity for U.S. companies to present their sales messages both in English and Chinese to millions of businesses in China. U.S. manufacturers and service companies will benefit from direct sales inquiries generated from their sales messages hosted on the platform and seen by Chinese buyers," he says.

Lee said that he and his partners, recognize that many American businesses believe they must sell to markets like China, "with maturing markets and more competition attacking domestic markets, these businesses will have to seek out new growing markets to stay in business," Lee said.

Accepting that U.S. small business can no longer avoid selling to China because of concerns over trade barriers, Lee suggests that there is great opportunity for selling industrial businesses and consumer goods to a nation starving for new and innovative products.

"Instead of importing cheap made goods from China, instead of seeking out sourcing locations, we can now begin to export; to sell to China--and that helps America," Lee insists, "and just maybe we can even be able to impact the trade deficit we have with China."

"Small- and medium-sized U.S. firms have long been recognized as the backbone of economic activity, offering jobs to Americans and contributing to overall economic growth. Some businesses sell to various overseas markets, and many now are beginning to sell to Chinese markets," said the 37-year-old engineer.

continued on page 34

NEGOTIATE TO WIN: WIN-WIN IS FOR LOSERS!

By Michael Soon Lee, MBA, CSP

Nearly every negotiating book ever written takes a win-win approach to agreements. However, master negotiators know that win-win is for losers. In reality, nobody believes in win-win because people play to win - not to tie, and certainly not to lose.

In martial arts, for example, whether you are sparring for practice or in a tournament, you do not want your opponent to win. Even if the person across the mat from you is your best friend or your brother or sister, you still don't want them to beat you. There's nothing wrong with this attitude because the need to win is human nature, for both men and women, and it's what drives people to do their best.

But let's be clear -- winning doesn't mean breaking even. If you are an avid gambler, you would not consider yourself a winner if you went to Las Vegas and played blackjack with \$100 for three hours and left the table with \$100. If your hockey or soccer team ends an important game in a tie do you consider it a win? Martial artists play to win and so do you.

Contracts are signed with each party's own interests in mind. Leading up to the contract is the negotiation, and the winning attitude must start there. This is not to say that the opposing party does not get what she wants out of a deal as well, but an experienced negotiator lets her have it on his own terms. The mark of a master negotiator is to walk away from the table with what he came for while letting the other party feel she got a good deal as well. Now that's skill.

Win-win suggests a tie wherein you, in the best case scenario, end up with a dissatisfying compromise. On the other hand, win big/win small means getting what you came for while still making sure the other party's needs are met as well. You will

always get the best deal in bargaining if you follow more of a win big/win small philosophy.

When you truly win, it means you got all of your needs met and obtained as many of your wants as possible. You must recognize the difference between wants and needs and how to keep them at the forefront of your mind.

Too many people feel guilty if they win big by obtaining more of what they want from a deal than the opposite party seems to. Don't fall into that trap. They aren't going to agree to any deal where you are the only one to benefit. For all you know, they may be going through a divorce, job transfer, illness, need cash, have tax problems, or some other situation that you are helping them to resolve. There was a story in the newspaper a few years back about a man who was running off with his secretary after telling his wife he wanted a divorce. Before he left town to vacation with his new sweetheart, he hastily called his wife and told her to sell his Mercedes for "as much as you can get" and send him the money in the Bahamas. She sold the brand new car for one dollar. Now, the buyer of that Mercedes definitely got a good deal, but he needn't have felt bad. The wife found immeasurable satisfaction in sending her ex-husband a check for a single dollar. There could literally be a million reasons why someone wants to buy or sell, the fairness of which is not our concern. Obviously, if they are mentally infirm you should not take advantage.

Bargain with your own interests in mind and assume the other party will do the same. One family had some large, unused items cluttering up their garage so they called a company to come over to see how much it would cost to haul it away. After looking at the freezer, file cabinets, and other

continued on page 14

Corporate Scandal...

continued from page 1

easy, in one case, for a much larger corporation like Federal Express to hide in the shadows, while a lesser-known company took the fall for FedEx's own misdeeds. While America was shaking its fist at the San Francisco-based payroll tax provider, Hamilton Taft and Company, and its flamboyant CEO, Connie "Chip" Armstrong, FedEx was pulling the strings to make sure that blame stayed away from where it rightfully should have been placed: square at the feet of Hamilton Taft's biggest client, Federal Express Corporation.

In what *The Wall Street Journal* called "the white collar scandal of the decade," a whirlwind of activity, a rush to judgment, and a trial by media killed Hamilton Taft and imprisoned its CEO. Remarkably, in the rush to put this company out of business, courtroom protocol was not followed, a court-mandated evidentiary hearing never took place, and the facts of the law itself were manipulated time and again to suit the prosecution.

Internal government memos showed that no crime had been

committed. Yet, to avoid being held accountable for its own very large mistake that led to the demise of Hamilton Taft, FedEx perpetrated the illusion of scandal against Hamilton Taft and Chip Armstrong. But the true scandal isn't what Chip Armstrong did. Chip Armstrong ran a successful company, which fulfilled all of its corporate and contractual obligations. Then despite claims to the contrary, government's own internal documents showed that Hamilton Taft was within the law as to how it handled client funds. No--the true scandal is that Federal Express Corporation killed off a viable company and caused a man to go to prison so that they would avoid being held accountable for their mistake.

The Collapse

As has been reported previously in print, online and on radio talk show discussions, the case can be summarized as follows. As a payroll tax processor Hamilton Taft's business model was to handle the often enormously complex payroll tax paperwork and payment procedures for Fortune 500 clients. Hamilton Taft advised clients as to their liabilities for each period, clients submitted those funds to

continued on page 16

Search for Commercial Space for Lease/Sublease

For office, retail, industrial and executive suites

sublease.com

310/414-0404

13101 Washington Blvd, #219 Los Angeles, CA 90066

www.sublease.com

Cancer Survivor to Call for New Patient Protection Rules After Insurer Canceled Policy and Refused to Pay for \$65,000 Surgery

Patients whose health care policies were retroactively canceled when they got sick, leaving them uninsured, and hundreds of thousands of dollars in debt, will urge state regulators today at a public hearing in Los Angeles to implement tough new rules on health insurers.

Sal D'Anna's insurer, PacifiCare, canceled his coverage when he got kidney cancer, claiming D'Anna had failed to disclose his disease when he enrolled. However, D'Anna did not find out that he had cancer until after the insurance coverage began. As a result of PacifiCare's illegal cancellation of coverage, D'Anna was left to pay for a \$65,000 surgery on his own. To read more about D'Anna go to: <http://www.ConsumerWatchdog.org/resources/Saldanna.pdf>

A public hearing was convened by the Department of Managed Health Care (DMHC) to create new rules to ban the practice of canceling coverage when patients get sick. The Foundation for Taxpayer and Consumer Rights (FTCR), which petitioned for the new rules, welcomed the opportunity to put an end to the anti-consumer practice.

"It is good news that regulators are going to crack down on insurers who pull the rug out from under patients when they need coverage the most leaving them uninsured and bankrupt. Without specific rules, it is clear that insurers will continue to flout the law. Insurance isn't insurance if you can't count on it to provide coverage when you get sick," said Jerry Flanagan of FTCR. "California patients are at the mercy of profiteering HMOs and insurance companies that drop patients to boost their bottom line."

Consumer advocates said that new regulations and other actions are necessary because Blue Cross, Kaiser, Blue Shield,

Health Net, PacifiCare and likely others are illegally revoking health care policies when patients get sick. The overwhelming evidence demonstrates a routine and flagrant violation of state law that bars insurance companies from retroactively canceling policies.

"The only thing these health insurance companies are ensuring is that the consumers who buy these empty promises will end up with bills they cannot pay," said Jen Flory, an attorney at the Western Center on Law & Poverty.

FTCR said that there are huge financial incentives for insurers to revoke coverage when patients are hit with big medical bills.

For example, Blue Cross of California, one health insurer against whom hundreds of patient complaints have been filed, paid \$1.4 billion in shareholder dividends to its parent company since 2002. Read Blue Cross financial documents showing transfer of \$1.4 billion in shareholder dividends since 2002: http://www.ConsumerWatchdog.org/resources/BC_dividends.pdf

Currently insurers cancel coverage due to so-called "omissions" on a patient's enrollment application - induced by the intentionally vague and mislead-

ing questions on the applications - regardless of whether patients intentionally misrepresented their medical histories. According to depositions in previous cases against Blue Cross, 1,500 policies were reviewed each week by the insurer's "retroactive review department" which was dedicated to finding reasons to cancel policies.

Read FTCR's petition to the DMHC calling for the new rules at: <http://www.ConsumerWatchdog.org/resources/rescissionspetition.pdf>

In the petition to the DMHC calling for the new rules, FTCR wrote:

"Insurance companies and HMOs are preying on the 2 million to 3 million Californians currently enrolled in individual policies. The companies know those consumers have no employer to protect them and no ally when they are sick and need coverage the most. The companies also know that for many, legal action, including a lawsuit, is not a realistic remedy when facing large, unpaid medical bills.


In addition to new regulations banning so-called "retro-active rescissions" and "postclaims underwriting," FTCR called for:

1. Full investigations of all cancellation complaints.
2. Clear and unambiguous insurance enrollment applications.
3. Regulations to remove financial incentives for illegal rescissions.
4. Additional penalties and fines for the illegal cancellations.

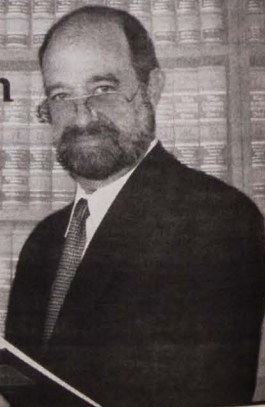
Read more about illegal insurance cancellations at: <http://www.consumerwatchdog.org/healthcare/StopCancellation>

FTCR is California's leading public interest watchdog organization. For more information, visit their web at: <http://www.ConsumerWatchdog.org>

SAVE THE DATE
2007



WOMEN & BUSINESS EXPO
MAY 4
ONTARIO DOUBLETREE HOTEL
909 483-4700



Mitchell Reed Sussman
Real Estate Attorney / Broker

Specializing in Real Estate Litigation and Foreclosure

30 years experience
Free Initial Consultation

800.233.8521

DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL

THE GAINERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
Watson Pharmaceuticals Inc	29.31	27.22	2.09	7.7%
Channell Commercial Corp	3.82	3.55	0.27	7.6%
HOT Topic Inc	11.19	10.41	0.78	7.5%
American States Water Co	40.02	39.19	0.83	2.1%
CVB Financial Corp	12.64	12.50	0.14	1.1%

THE LOSERS

Top five, by percentage

Company	Current Close	Beg. of Month	Point Change	% Change
National RV Holdings Inc	3.07	4.25	-1.18	-27.8%
Modtech Holdings Inc	4.24	4.67	-0.43	-9.2%
Fleetwood Enterprises Inc	8.83	9.21	-0.38	-4.1%
Keystone Auto. Indstr. Inc	35.04	35.85	-0.81	-2.3%
Pacific Premier Bancorp Inc	11.70	11.96	-0.26	-2.2%

	Ticker	2/21/07 Close Price	1/31/07 Open Price	% Chg. Month	52 Week High	52 Week Low	Current P/E Ratio	Exchange
American States Water Co	AWR	40.02	39.19	2.1	43.79	32.39	30.1	NYSE
Channell Commercial Corp	CHNL	3.82	3.55	7.6	5.25	2.38	NM	NASDAQ
CVB Financial Corp	CVBF	12.64	12.50	1.1	15.68	12.01	14.8	NASDAQ
Fleetwood Enterprises Inc.	FLE	8.83	9.21	-4.1	12.33	6.33	95.7	NYSE
Hansen Natural Corp.	HANS	37.88	38.09	-0.6	52.72	22.16	42.8	NASDAQ
HOT Topic Inc.	HOTT	11.19	10.41	7.5	15.64	9.43	31.1	NASDAQ
Keystone Automotive Ind. Inc	KEYS	35.04	35.85	-2.3	46.92	29.80	21.8	NASDAQ
Modtech Holdings Inc. (L)	MODT	4.24	4.67	-9.2	10.95	4.15	NM	NASDAQ
National RV Holdings Inc. (L)	NVH	3.07	4.25	-27.8	7.05	2.60	NM	NYSE
Pacific Premier Bancorp Inc.	PPBI	11.70	11.96	-2.2	12.70	10.75	14.1	NASDAQ
PFF Bancorp Inc.	PFB	33.38	33.87	-1.4	39.49	30.87	14.8	NYSE
Provident Financial Hldg.	PROV	27.75	28.26	-1.8	33.15	27.09	15.1	NASDAQ
Watson Pharmaceuticals Inc.	WPI	29.31	27.22	7.7	30.65	21.35	25.9	NYSE

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.

Five Most Active Stocks

Stock	Month Volume
Hansen Natural Corp.	46,739,926
HOT Topic Inc	13,977,576
Watson Pharmaceuticals Inc	11,659,276
Fleetwood Enterprises Inc	5,702,496
CVB Financial Corp	3,144,134
D&P/IEBJ Total Volume Month	92,553,772


Monthly Summary

2/21/07

Advances	5
Declines	8
Unchanged	0
New Highs	0
New Lows	2

MANNERINO

LAW OFFICES



"Laws were made to be broken"
Christopher North, May, 1830

"Had laws not been, we never had been blam 'd; for not to know we sinn 'd is innocence"
Sir William Davenant
1606-1668

9333 BASELINE ROAD, SUITE 110 RANCHO CUCAMONGA CA 91730
(909) 980-1100 • FAX (909) 941-8610

Bighorn's Employee Enhancement Program

Bighorn Golf Club has proudly graduated its first 10 English as a second language students in January at the Canyons restaurant in Palm Desert.

Funded by Bighorn members Judy Allen and Jim Hummer, the two reached out to the College of the Desert in a divine inspiration to provide hardworking Bighorn employees with the opportunity to enhance their communication skills. Instructor Elham Shahidi, from the Institute for Sales and Service Excellence (ISSE), began the six-week program teaching English to 10 Mountains course maintenance workers.

"The employee never missed a class," the Business Journal was told by Human Resources Director Norman Castaneda. "They approached their studies so enthusiastically and have learned a tremendous amount of English in such a short amount of time."

"My team has more confidence and is proud to show off their new language to others," states Chito Velasquez, golf course superintendent. "We are so grateful to the members who initiated this wonderful program."

Bighorn has an ongoing commitment to providing their employees the tools to advance and succeed in each of their positions. This program is truly unique in that employees are offered the classes at their work-site making it convenient to their work and family schedules. Not only will this class help them succeed in their positions at Bighorn, but will also assist them as they do their personal business in the community.

The second class has already begun and includes 22 staff members from the maintenance and housekeeping department. They will graduate after 6 weeks with an even better understanding of the English

language and how to use it in everyday life. Once again ISSE will instruct the program. Further classes are already planned.

Bighorn Chairman R. D. Hubbard was so impressed with Allen and Hummer's contribution that he formed Bighorn Golf Club

Charities, a 501c-3 organization dedicated to offering college scholarships to valley students. Currently, nine people are going through a full season's classes at the College of the Desert. Plans to expand the program are in the future after a \$2 million endow-

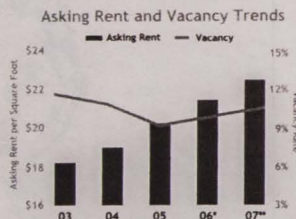
ment fund is raised.

Bighorn is a private golf club situated high above the Coachella Valley, in the Santa Rosa Mountains, just three miles from El Paseo in prestigious South Palm Desert. The exclusive community offers a limited number *continued on page 25*

Marcus & Millichap 2007 Annual Report

Riverside-San Bernardino Down 6 Places 2007 Rank: 16 2006 Rank: 10

Robust Growth Continues to Attract Developers to the Inland Empire



Market Forecast Employment: 2.0% ▲ Construction: 13% ▲ Vacancy: 70 bps ▲ Asking Rents: 4.8% ▲

Continued employment and population growth will again drive the Inland Empire retail market in 2007. The local population has grown dramatically in recent years, as new residents have been drawn to the area by comparatively affordable housing prices. While home prices have escalated and household growth is expected to slow this year, the retail climate remains quite strong. The region's dramatic growth has resulted in higher demand for population-related employment fields, particularly professional and business services, and educational and health services. Accelerated expansion in these sectors has actually caused a shift in the areas of growth in the metro. Until recently, many transplants to the Inland Empire chose to reside in the western part of the metro and commute to jobs in Orange County. A broadening local economy is creating new jobs, homes and retail opportunities to the east along I-10 and to the south along I-15. The lack of significant barriers to entry is enabling developers to remain active, as they try to stake claim to prime locations in the path of growth. New construction is expected to push vacancy higher in the near term, but rent gains will likely maintain current NOI levels.

The metro's outstanding prospects for sustainable long-term growth will drive investor demand for retail properties. Investment activity declined in 2006, but much of the slowdown was attributable to rising interest rates and declining cap rates in the first half of the year. Interest rates have since fallen and are forecast to remain relatively stable through 2007. This year, the buyer pool is expected to include a large number of local owners who have built up high levels of equity in recent years and are now looking to upgrade or expand their holdings. Out-of-area buyers will also remain active, though many will focus on higher-quality assets and/or locations. Marketwide, cap rates are expected to hold relatively stable this year in the high-6 to low-7 percent range.

2007 Market Outlook

- **2007 NRI Rank: 16, Down 6 Places.** The Inland Empire falls out of the top 10 this year due to slower household growth and sluggish retailer demand.
- **Employment Forecast:** Above-average employment growth is forecast for the Riverside-San Bernardino metro again in 2007. Employers are expected to increase payrolls by 2 percent this year, adding 25,200 new jobs. In 2006, 28,000 positions were created.
- **Construction Forecast:** The expanding population is keeping developers active. New retail construction is expected to total 5.1 million square feet this year, after 4.5 million square feet came online in 2006.
- **Vacancy Forecast:** The delivery of new retail space will push vacancy higher for the second consecutive year. Vacancy is expected to rise 70 basis points to 10.7 percent by year end, after a 70 basis point increase in 2006.
- **Rent Forecast:** Despite rising vacancy, owners will be able to increase rents due to the delivery of more expensive retail space. Asking rents are expected to rise 4.8 percent to \$22.30 per square foot, while effective rents will gain 4.3 percent to \$20.30 per square foot.
- **Investment Forecast:** Investor interest will focus on opportunities in Palm Springs and in the Colton/Redlands submarket, where household and employment growth are expected to outpace the metro average this year.

CLOSE-UP

The Man In Charge of a Fantasy

By Joe Lyons

Paul Ryan is the general manager of The Fantasy Springs Resort Casino in Palm Desert.

He began his career in Atlantic City. In his early '20s he and his brother were running a nightclub when the legal gambling laws were passed in New Jersey. The new growth and development were fascinating to him. He would head down to the boardwalk to watch the giant casinos going up along the shoreline.

When those resorts started to open up, one of his friends who had landed a job at The Golden Nugget kept calling him to ask questions about the business. Just about the time that he and his brother were selling off the nightclub, the friend asked him to come over as food and beverage director and handle all of those questions directly.

He did.

That is how Paul Ryan began more than 25 years of casino and hotel management experience in Atlantic City, N.J., with such notable corporations as Trump Hotels & Casino Resorts, Golden Nugget Hotel Casino, Merv Griffin Hotels and Resorts International.

Since December 2003, Ryan has served as executive vice president of hotel, food and beverage operations for Trump Entertainment Resorts Inc., owner of the 1,250-room Trump Taj Mahal Casino Resort, the 728-room Trump Marina Hotel Casino and the 903-room Trump Plaza Hotel & Casino. His duties involved overseeing a staff of 3,000 including six upper-level and six property-level vice presidents.

Ryan became general manager, the top executive officer of Fantasy Springs Resort Casino in March 2006. Ironically, the Spotlight 29 Casino just across the Interstate was called Trump 29 and there was Ryan's ex-boss's face looking down at him. Since then the name has

changed back, but it never intimidated Ryan.

As Paul Ryan tells the story of the Inland Empire Business Journal, he had 12 major casino facilities in AC competing for the crowd. The town still managed to do some \$5 billion in business. He is quick to point out that Las Vegas has more than twice as many major destinations along the Strip and is still outperformed, he claims, by Atlantic City.

One thing he acknowledges is that the Indian casino business is not nearly as competitive. In fact, he speaks in very complimentary tones about such other Coachella Valley locations as The Spa and Agua Caliente. Even the Spotlight 29 Casino is seen as a brother in the trade instead of a competitor. Part of that warm attitude comes from Ryan's approach to the target market for Fantasy Springs.

According to him, many of the other casinos in the valley are primarily gaming locations, although each has some other amenities to recommend them.

Fantasy Springs however is a "complete entertainment package" with major talent booked each weekend in the new indoor Special Event Center as well as the new 100,000-square-foot convention center.

He also lists the 24-lane bowling alley, which, he tells us, no other center in the valley has, along with the New York-style nightclub, the Improv Comedy Club, plus what Ryan calls "the best

bingo in the valley."

Before you ask, no, he did not tell us what standard he uses to rate the bingo, but the bowling alley is being upgraded to 60 lanes. It must be a hit.

There are also four restaurants plus a Pizza Kitchen and a Starbucks.

So, how is working for the Cabazon Band of Mission Indians different from a group of Atlantic City stockholders? According to Ryan, it's not that different. Back east he answered to a group of stockholders. Here his business is overseen by a group called the East Valley Tourism and Development Agency. (EVTDA) They represent the interests of the tribe.

According to Ryan, it's not that much different from the stockholders, although here the real stockholders, he tells us, is the Cabazon Band itself.

As for the popularity of gaming, he spoke of the technology of things like slots. They change the games periodically to keep things fresh, but the machines

themselves change as well. Multi-denominational machines now let you play nickels, quarters or what-have-you. There is a strange popularity growing for penny slots right now, and he is about to add halfpenny slots.

Poker continues to grow in popularity. TV has helped to promote the game and that last James Bond movie didn't hurt either. The poker tables have traditionally been in the back somewhere. Ryan is moving them out onto the floor.

Overall he compares the popularity of gaming to the attraction we all enjoyed as kids playing games in the arcade.

"It is," Ryan declares, "a social environment."

Fantasy Springs Resort Casino in the Coachella Valley is located in eastern Riverside County north of Interstate 10 at the Golf Center Parkway exit near the city of Indio--- approximately 22 miles east of Palm Springs.



Paul Ryan, General Manager



No. 7 Hole at the Fantasy Springs Resort and Casino

COMMENTARY

In Praise of the Sharp Quill

By Joe Lyons

Dan Bernstein knows the difference between humor and a joke. A joke is what you tell too many times at a party even though it stops being funny after the second telling. Humor can last forever. Stories related by Bill Cosby or Bob Newhart are funny 40 years after you've first heard them.

Dan Bernstein writes humor for the *Riverside Press Enterprise*. Like national columnists such as Art Buchwald or Dave Barry, Bernstein finds the best stories in tales of politics or compositivity. What would be boring to you or me, strikes him in a different light. He writes with wit, not venom, and often as not, he strikes a stronger blow in the process.

One recent example was a tale of the Riverside School District contracting with a New Jersey company for student transportation. The fact that the company lacked busses, drivers

or a bus depot had little to do with the contract. (You can't make this stuff up.)

Bernstein dealt with the folly, not the frustration, and in the process he made the entire situation look as ludicrous as it truly is.

Some two decades ago when he and I flew into Ontario from New York together on the Concorde, I was able to see that Dan is not the sort whose abilities rise on paper but not in person. In fact, he can be just as pleasant on a cross-country flight as he can be when you are reading the paper with your morning coffee.

An old Latin phrase, *In Vino Veritas*, says there is truth in wine. Dan Bernstein finds his truth in humor.

There may not be funny things going on here in the Inland Empire, but if there is, we can count on Bernstein's column to tell us about it.

Grey Lady Down

By Joe Lyons

Please, make no mistake here. I have always been a big fan of Ben Bollinger's Candlelight Pavilion. That's why the tales of its gradual decline break my heart.

I was there on the star-studded opening night. They may not have been A-list stars, but there were some TV celebrities there. I was impressed. I was also impressed to see what had been an old gymnasium converted into the best dinner theater I had ever seen. It featured a great stage, an impressive sound system, a fine dining experience and a classy atmosphere.

I was back for the fifth anniversary celebration. Ben himself, owner, entrepreneur and creative director, got up on stage to perform "If I Were a Rich Man." Counting more than just money, you could look around the room that night and believe that Bollinger was truly rich beyond measure. As were we for having this temple of the performing arts in our area.

In the years since then I have

enjoyed many shows and many dinners. I specifically remember seeing a performance of "Evita" that was stunning. Understand, I have seen "Evita" performed by the first national touring company at the Fifth Avenue Theater in Seattle. I have seen it in a barn with a piano, base and drum band out on Nantucket Island. And I saw it done in the California Theater in San Bernardino. I never saw a performance quite like the first production at the Candlelight.

I have also had the honor of MC'ing events from the stage for private parties at the Pavilion. And, yes, I have reviewed the dinner and show here in the pages of the *Business Journal*. Some shows were good, some not so good.

Then, about five years ago, I hosted a dinner party in one of the private upstairs suites. Things did not go well. There was no rum in the rum and coke. One of the Champagne flutes had lipstick on the rim. And one

continued on page 38

SUBSCRIBE NOW!

You are what you know!

GET THE NEWS YOU NEED

Yes

I want to subscribe to the *Inland Empire Business Journal*

- One year \$24 annual subscription Two Year \$48 — Includes 2006 Book of Lists (A \$30 Value)
- My check is enclosed
- Charge to my credit card: Master Card Visa Exp Date _____

Credit Card No. _____

Signature _____

Company _____

Name _____

Address _____

City/State _____ Zip _____

Phone# _____

Make checks payable to: Inland Empire Business Journal
P.O. Box 1979, Rancho Cucamonga, CA 91729
Fax (909) 483-4705 For more info, call (909) 483-4700

INLAND EMPIRE
business journal

CORPORATE PROFILE

Glen Ivy – Swimming In History

By Joe Lyons

Last year the Inland Empire Business Journal told you the story of the Temecula Valley. One chapter that we left out was the story of the fabled and historic Glen Ivy Hot Springs. Granted, Southern California is doted with many hot springs. It has to do with the arid desert regions and the underground aquifers. Many people have moved to such towns as Desert Hot Spring or Murrieta Hot Springs because of physical conditions like arthritis.

Just south of what would eventually become Corona, Native Americans enjoyed the blend of warm and cool waters flowing naturally from Coldwater Canyon.

It was, to them, a sacred site, and the only man-made structures that they built were dome-shaped mud saunas around the artesian hot springs. The Glen Ivy area was home to the tribe the Spaniards later called Luiseños, who named the valley where the I-15 freeway now passes Glen Ivy Hot Springs Spa, "Temescal," an Aztec word meaning "sweat lodge," referring to the adobe saunas the Indians constructed. Tradition held that conflict was not allowed at a hot springs; it was a deeply safe and peaceful place.

The first reference to the commercial use of Glen Ivy's waters appeared in the Los Angeles Star in September, 1860: an advertisement for Temescal Hot Springs, inviting tired Overland Stage Company travelers to relax at the soothing mineral springs. From the early 1870s until it burned down in 1884, the small Coldwater Hotel, one-half mile north of the canyon mouth, catered to early spa-goers. In 1879, Glen Ivy Hot Springs Hotel was built, closer to the actual springs. Mr. & Mrs. W. G. Steers managed the inn at the



springs, and it was apparently Mrs. Steers who, in 1890, renamed the property Glen Ivy Hot Springs. She was originally from England, where a canyon is often called a "glen," and wild grape ivy grew profusely in Coldwater Canyon; hence the name, Glen Ivy. During the 1890s, Glen Ivy Hot Springs became a resort, coming again into prominence for the first time since the days of the Luiseños. In the 1890s, the price of a swim was 25 cents, including bathing suit and towel! In 1913, Frank and Mabel Johnson bought Glen Ivy Hot Springs with the dream of further developing the country resort, and Glen Ivy gradually flourished under their ownership.

The Johnsons expanded the original Glen Ivy Hot Springs Hotel, brought in electricity and natural gas, added guest cottages, built a bathhouse, and rebuilt "The Plunge" or swimming pool within the 1880s rock-and-mortar shell. Today's newly reconditioned lap pool is constructed inside the walls of the pool Glen Ivy's guests have enjoyed for well over a century! Thus it is said that guests are literally swimming in history.

With the Johnsons' vision, Glen Ivy Hot Springs grew in popularity. A dirt airstrip was put in along Glen Ivy Road, and Hollywood notables discovered this oasis of tranquility: Paul Muni and W. C. Fields were regular guests, and Ronald Reagan stayed for a week while filming on location in the area. Former President Herbert Hoover was a guest at the spa in 1933.

Glen Ivy enjoyed its third heyday in the 25-year Johnson era, and later its fourth under Danish hotelier and restaurateur, Axel Springborg, who purchased the Glen Ivy property in the late 1930s and operated it successfully for nearly three decades. Axel's Sunday smorgasbord buffets were famous, and he was a well-loved host. As a nonagenarian, Axel used to say that he was living testimony to the healthful benefits of Glen Ivy's waters. He retired in 1964 and sold Glen Ivy Hot Springs to Corona's Temescal Water Company. By then the hotel and spa were beginning to show their age and were in need of costly upgrades required by new building codes.

In 1969, a sudden rainstorm

in the Santa Ana Mountains above Glen Ivy brought a flash flood, which washed away a number of cottages and damaged the spa grounds. The Water Company halted their restoration work, the property was vandalized, and Springborg regained control of his beloved Glen Ivy. In one of the darker times in Glen Ivy's history, Axel was forced to begin the search for a suitable new owner.

It was not until well after 1977, when Axel re-sold the property and private shareholders incorporated the spa, that Glen Ivy Hot Springs Spa began its fifth and current ascendance. Until his death in 1992, Axel lived near the hot springs and delighted in the renewed life of the property and the developing spa business.

Without sacrificing historical charm, Glen Ivy's facilities and grounds have been updated, upgraded, and expanded in recent years, and the progress continues.

Travelers now can find the Glen Ivy exit off of Interstate 15 easily enough. The ever-growing Tom's Farm attraction marks the turnoff. The facility has developed the nickname "Club Mud" because of the red clay mud baths. This name, in turn, has become a sort of trademark for the hot springs. It is even their toll-free phone number.

The red clay of the mud bath is indigenous to the area but is shipped in to the bath. That's why the big pile in the middle never seems to diminish.

John Grey, CEO, tells the *Business Journal* that they welcome the attention that Tom's Farms gives to the area. It gives people two destinations at the same exit. He also is happy to see the Shea home development

continued on page 17



NATIONAL ASSOCIATION OF
WOMEN BUSINESS OWNERS
inland empire chapter

NAWBO-Inland Empire Monthly Lunch Meeting

"Tax Strategies for the Self-Employed"

WHEN

Thursday, March 15, 2007 11:15 AM - 1:15 PM

WHERE

Doubletree Hotel Ontario Airport
222 North Vineyard Avenue
(off 10 freeway and Vineyard)
Ontario, CA 91764

FEES

NAWBO Member

Registration \$30.00

Non-NAWBO Member/Walk-ins

Registration \$35.00

WIN-WIN...

continued from page 7

assorted pieces of furniture the company quoted \$200. The family told them they would have to think about it and reminded the company that if they had to come back to do the job, it would cost more time and money for gas. At that point, the haulers offered to drop the price down to \$175. The family stalled, suggesting that they might call in a non-profit group who would gladly accept the items and take them away for free. After a little more back and forth the two parties eventually settled for \$110. The family was prepared to pay at least \$150 - the minimum cost of having to do the job themselves -- so they won big. On the other hand, the hauling company still got \$110 which, for them, meant they won a little as well. Certainly this was not a win-win but more of a win big-win small result.

To win big you must see an opening and go for it without hesitation. If a martial artist is going to break a brick with his hand, he cannot hesitate or he is more likely to break his wrist

than the brick. If you are selling a house and are still thinking of all of the fond memories it contains, you will not get the best deal because your emotions will make you hesitate. It's probably better to wait until your focus is on your next house before putting this one on the market.

Believe it or not, many people negotiate with the intention to fail. Watch the words you say or think when a negotiating opportunity arises. If you hear yourself using such phrases as, "I'll try" or "I'll do my best" you are defeated before you even begin. These words say that you are playing to lose because you're giving an excuse for not winning. Instead, replace defeatist scripts with such phrases as, "When I win..." or "When I get the best deal..."

The principle here is "Always negotiate for the best deal you can for your side. Do not be concerned about fairness as long as the other party can protect his own interests." Start out with the intention of getting the best deal you can and you will.

Michael "Soon" Lee's Website is www.EthnoConnect.com.

PVHMC...

continued from page 3

"This program was established to treat acute heart attack patients with the most critical symptoms," explains Dr. Bill Koenig, medical director of LA County Emergency Medical Services Agency. "Without the support of the county board of directors and the foundation grant, we would not have the equipment necessary to quickly diagnose patients in the field."

According to recent studies, rapid primary percutaneous coronary intervention (PCI) is the most effective strategy for acute STEMI. This "door-to-balloon" strategy is endorsed by both the American College of Cardiology and the American Heart Association. In fact, one aspect needed to qualify as a SRC is that hospitals must have established goals and policies to treat patients with an angioplasty within 90 minutes. The first 90-

EXECUTIVE NOTES

Victoria Gardens has appointed **Brian Colacarro** as its new assistant general manager. In this position, **Colacarro** will assist the general manager, **Christine Pham**, in handling the day-to-day operations at **Victoria Gardens** including the property's personnel, maintenance, security, marketing and budgeting.....**Barry A. Wolfman** is the new senior vice president and executive director for **Kaiser Foundation Hospital/Health Plan, Fontana and Ontario Vineyard Medical Center**, announced **Benjamin Chu, MD, MPH**, president of **Kaiser Foundation Health Plan and Hospitals, Southern California**. As its senior vice president and executive director, **Wolfman** will oversee the daily operations of **Kaiser Foundation Hospitals, Fontana**, an acute-care 440-bed facility and the **Kaiser Foundation Health Plan**, serving over 425,000 **Kaiser Permanente** members in San Bernardino County as well as the construction of a new 224 bed hospital in Ontario.....**Kathleen**

Howard, senior vice president and branch manager of the firm's Palm Desert office, was honored by **NAI Global**, the world's premier network of commercial real estate service providers, with its Council Appreciation Award. **NAI Global** manages a network of 5,000 professional and 350 offices in 45 countries around the world. The award recognizes **Howard's** leadership as chairperson of the **NAI Investment Council** during 2006. **NAI** councils are working groups of specialists from across the **NAI** network who come together to share experience and develop best practices that result in the highest level of service for clients.....**Contractor Douglas E. Barnhart, Inc.** is currently underway on the new **Golf Resort at Indian Wells** clubhouse by the **City of Indian Wells**. **Barnhart** is the contractor for the \$22 million project, which features a contemporary design with banquet rooms, multiple bars and cafes and a circular restaurant with panoramic views of the **Santa Rosa Mountains**. A golf cart-storage basement is

continued on page 33

PVHMC...

continued from page 14

prepared to treat these patients within the golden window. Our cardiologists and cardiac surgeons can quickly diagnose the problem and provide the highest quality outcomes possible."

As a designated receiving center, the Stead Heart and Vascular Center at PVHMC is required to have both an interventional cardiologist and a cardiovascular surgeon on call.

The Stead Heart and Vascular Center has also established a Cardiac Alert response team protocol utilizing staff from the ER, Stead Heart and Vascular Center's Cardiac Catheterization Lab, cardiovascular clinical supervisors, and charge nurses. Since its designation in early January, six patients have been transferred to PVHMC with STEMI.

"The Cardiac Alert Team, along with our on-call cardiologists and cardiac surgeons, has drastically lowered our door-to-balloon times," adds Deborah Keasler. "We are now averaging less than 90 minutes, which means lives are being saved and families are spared the tragic loss of a loved one. That is what this program is all about."

Today, there are 10 receiving centers in Orange County and 12 throughout Los Angeles County. Pomona Valley Hospital Medical Center is currently the Inland Valley's only STEMI receiving center. Methodist Hospital in Arcadia and St. Jude in Fullerton are currently the next closest SRCs. "There are slated

to be 18 SRCs in LA County by early February and we are encouraging other qualified facilities to apply and be part of the program," adds Dr. Koenig. "Our goal is to provide patients in the field with the quickest and highest quality experience possible. A lot of work is left to do, but we are certainly encouraged by our progress to date."

While it is expected additional hospitals will be designated throughout the county, the Stead Heart and Vascular Center's designation in early January marks yet another first it brings to the region's first heart and vascular center, last year the center was the first in the region to begin uti-

lizing the da Vinci robotic-assisted technology for cardiothoracic procedures.

"I think this designation from Los Angeles County reflects the quality and breadth of services we bring to the region," explains Rich E. Yochum, Pomona Valley Hospital Medical Center's president/chief executive officer. "Last October, the heart and vascular center celebrated 20 years of service. We will not rest on our past successes, as we are continually looking for new ways to bring the best patient care to the Inland Valley."

Having performed more than 50,000 diagnostic and interventional procedures and nearly 6,000 open-heart procedures, the

Stead Heart and Vascular Center has long been one of the most comprehensive cardiovascular centers in the region.

While the success of the heart program has been evident for years by the many "firsts" it has brought to the region, the vascular and stroke programs are equally impressive and recognized in the industry. In fact, the heart failure and stroke programs recently earned a five-star rating, the highest possible, by HealthGrades®. The stroke program was also recognized as being ranked among the top five percent in the nation in 2006.

The Stead Heart and Vascular Center is a preeminent cardiovascular center in the region.

continued on page 28

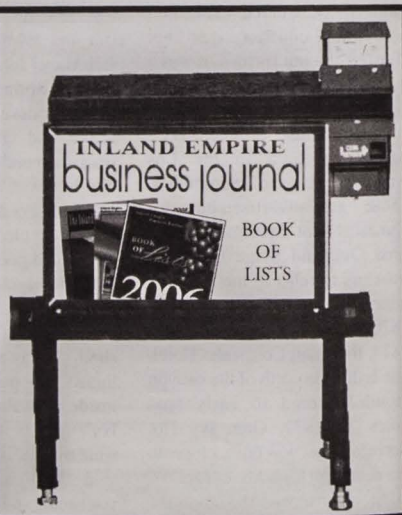
2007 EDITORIAL SCHEDULE

EDITORIAL FOCUS	SUPPLEMENTS	LISTS
April <ul style="list-style-type: none"> Meetings & Conventions Airports New Home Communities Malls & Retail Stores 	<ul style="list-style-type: none"> Women & Business Expo Meetings/Conventions Travel/Hotels/Tourism Commercial R.E. Brokers Small Business Handbook 	<ul style="list-style-type: none"> Indian Gaming So Cal Vacation Spots Hotel Meeting Facilities Travel Agencies Visitors and Convention Bureaus
May <ul style="list-style-type: none"> Economic Development (Riverside Cnty) Marketing/PR/Media Advertising Insurance Companies 	<ul style="list-style-type: none"> Women-owned Businesses Human Resource Guide Chamber of Commerce 	<ul style="list-style-type: none"> Environmental Firms Employment/Service Agencies Law Firms Dental Plans
June <ul style="list-style-type: none"> Financial Institutions (1st Quarter, '07) Travel and Leisure Employment Agencies Home Health Agencies Economic Development 	<ul style="list-style-type: none"> Health Care & Services High Technology Golf Resorts 	<ul style="list-style-type: none"> Hospitals Savings and Loans Motorcycle Dealers Medical Clinics
July <ul style="list-style-type: none"> Manufacturing Distribution/Fulfillment Credit Unions Event Planning High Desert Economic Development 	<ul style="list-style-type: none"> Marketing/Public Relations Media Advertising Capital Dining Building Services Directory 	<ul style="list-style-type: none"> CPA Firms Commercial Printers Ad Agencies/Public Relations Firms Largest Insurance Brokers SBA Lenders Staff Leasing Companies Serving the I.E.
August <ul style="list-style-type: none"> Personal/Professional Development Employment/Service Agencies Health & Fitness Centers Caterers 	<ul style="list-style-type: none"> Environmental Expansion & Relocations Women in Commercial Real Estate 	<ul style="list-style-type: none"> Largest Companies Small Package Delivery Services
September <ul style="list-style-type: none"> Mortgage Banking SBA Lending Independent Living Centers 	<ul style="list-style-type: none"> Health Care & Services Airports Golf Guide to Southern California 	<ul style="list-style-type: none"> Substance Abuse Programs Largest Banks Largest Hotels Golf Courses
October <ul style="list-style-type: none"> Lawyers/Accountants HMO/PPO Enrollment Guide Economic Development Temecula Valley Financial Institutions (2nd Quarter, '07) 	<ul style="list-style-type: none"> Telecommunications Office Technology/Computers International Trade Holiday Party Planning 	<ul style="list-style-type: none"> Wireless Phone Service Internet Services Long Distance/Interconnect Firms Compliers/Fax/Business Equipment Educational Services Directory
November <ul style="list-style-type: none"> Retail Sales Industrial Real Estate Commercial R.E./Office Parks Educational Services Directory 	<ul style="list-style-type: none"> Human Resources Guide Executive Gifts Building and Development New Communities 	<ul style="list-style-type: none"> Commercial R.E. Development Projects Commercial R.E. Brokers Fastest Growing I.E. Companies Mortgage Companies Title Companies
December <ul style="list-style-type: none"> Financial Institutions (3rd Quarter, '07) Top Ten Southern California Resorts Temporary Placement Agencies 	<ul style="list-style-type: none"> Health Care 	<ul style="list-style-type: none"> 2008 "Book of Lists" Fleet Leasing Auto Dealers Business Brokerage Firms

When Planning Your 2007 Advertising Budget, Consider

INLAND EMPIRE BUSINESS JOURNAL and INLAND EMPIRE BUSINESS JOURNAL BOOK OF LISTS

For advertising information Call Bill Anthony @ (909) 483-4700 or visit our website at: www.busjournal.com



SUBSCRIBE TO THE INLAND EMPIRE BUSINESS JOURNAL TODAY.

SEE PAGE 12 FOR DETAILS

Sales: Selling Isn't What You Might Think It Is

By Lenann McGooley Gardner

Doug Jones was excited! Today was the big day --- his chance to meet with a prospective client he'd wanted to know for years. The guy had agreed to a conversation over lunch. Doug drove to the restaurant with his hopes high, and then made one of the biggest mistakes of his professional life.

Doug thought he'd put his best foot forward, that he'd begun a relationship. In reality, he had just set himself up for what happened next --- his prospective client eating and seeming to listen, and Doug talking about himself and his firm. And that was the end of it. Doug never saw the guy again, and his phone messages went unanswered.

Out of Date Selling Methods Kill Business Development Efforts

If you're in the professions, chances are you realize that relationship development should be ongoing. That your financial

continued on page 27

Corporate Scandal...

continued from page 7

Hamilton Taft, and then Hamilton Taft paid out the funds to the various taxing agencies. Clients, in exchange for enjoying a low-fee structure, agreed to allow Hamilton Taft to have use of the funds in the period between when they received them from each client, and when they paid them out to the taxing authorities. Since funds were commingled into a general investment account, as a point of law, the funds were not legally trust funds held for each client, but were legally the property of Hamilton Taft. As per contract, Hamilton Taft had discretion to invest those funds, so long as they fulfilled their contractual obligation to pay the payroll taxes. And Hamilton Taft did fulfill those obligations, up until the time that FedEx itself rendered it impossible to do so by forcing the company into involuntary bankruptcy. Clients agreed to, and signed off on this model, in exchange for the low fees they paid for the service. Most of the funds, or "float," was put into secure, very short-term bond issues, but a small percentage was put into longer-term, growth-oriented notes, in much the same way any fund manager would invest funds to realize a balance of good return with strong security and liquidity.

A former employee, having been dismissed for drug use on company premises, made a claim that the funds were being misused for Armstrong's personal benefit. In fact, this claim was later shown to be false, and the funds that the employee and others had claimed were missing, were all accounted for. But, because of the former employee's position, clients, led by Federal Express, took him at his word and immediately started withdrawing their funds from Hamilton Taft, causing a "run." In fact, none of Hamilton Taft's other clients were willing to take the extreme step of closing the

company until FedEx stepped forward and took the lead. By the time the dust settled and FedEx realized the error, it was too late, and too much damage had been already done. In the weeks and months ahead, FedEx led the charge to circumvent law, procedure, and due process to illegally force Hamilton Taft into involuntary bankruptcy and put Armstrong in prison. Why? To avoid being held liable for having caused a thriving company to go under.

A Viable Company Shut Down

Interestingly, when the trustee shut down Hamilton Taft, the company was still a viable company. The intent of a Chapter 11 bankruptcy, whether it is forced or voluntary, is not to automatically liquidate a company. Liquidation is a last resort. A more proper use of these bankruptcy statutes is to determine the viability of a company and allow it to reorganize so that it may continue doing business.

When Chip Armstrong first took over Hamilton Taft, it was doing about \$3.4 billion dollars a year in payroll tax processing business. Within a few short years, he took it to about the \$7 billion level. The accusations of FedEx did convince many clients to pull out, and Hamilton Taft lost about half of its business in just a matter of a few days. But many of the clients had cooler heads, and did not break their contracts. As a result, when the trustee made the decision to close Hamilton Taft for good, the company still had contracts to handle \$3.4 billion dollars a year in payroll taxes--about the same as it had when Armstrong first took over. Clearly, the company was still viable, and the liquidation was improper.

FedEx Makes Its Own Rules

Federal Express is no stranger to payroll tax related difficulties. Hamilton Taft was forced by FedEx into involuntary bankruptcy

continued on page 19

The Power of Persistence: 4 Steps to Reach Any Goal

By Valerie Greene

If you had the power to see your future, and you discovered that you would be victorious over all your challenges and living the life you always dreamed, would you give up after encountering your first setback? Of course not! You would persevere through any adversity, knowing the wonderful outcome you would experience. Unfortunately, no one really knows what the future holds. And when we're in the midst of a challenge, getting through it sometimes seems impossible. So while few people start a task or endeavor expecting to give up, we often do simply because we lose sight of what's possible--of the final victory.

Everyone's life is like a large, round key ring, holding all the

keys to unlock the doors you want to open. You have many keys on your key ring, but only one will unlock the door you seek. When you become discouraged of trying key after key and not making any progress, just realize that the next key could be the one that unlocks the door.

Persistence means refusing to give up. Just when you're ready to give up, the next phone call, the next person you meet, or the next step you take can be the one that leads to success. Remember that everything changes every moment. So while we all get discouraged from time to time, tell yourself that giving up is simply not an option. You must always try one more time.

No matter what you're trying

to accomplish, whether it's recuperating from a major illness, finding a new job, or looking for a new romantic partner, having persistence can make all the difference. Following are some tips to help you stay focused:

1. Set a goal and have a plan.

You won't get very far if you don't know where you're going. That's why you need to identify the ultimate end point you want to achieve. See the big picture in your mind, and then write down that grand goal. If you're a visual person, find pictures in magazines that represent the goal you want to achieve, cut them out, and paste them on a wall so you'll see them every day.

Once you know what you want, you can determine the specific steps you need to take to make that goal a reality. Be specific. For example, suppose your goal is to get a new sales job. What specific steps do you need to take to get that new job? Depending on your situation, you may need to update your resume, buy a new suit, join some networking groups, etc. So now rather than say, "I need to get a new job," which lacks clear direction, you can say, "Today I need to update my resume; tomorrow I need to buy a suit." Now you have specific action steps that will get you to your goal. The more action steps you take, the more progress you feel

continued on page 19

Ontario's State of the City...

continued from page 1

business is up and crime is down. Ontario, however, does an entirely different presentation.

Much like a Disneyland or Universal Studios' ride, Ontario takes over its convention center and does a multi-media overview of new developments followed by a buffet chat fest in the next room. It is a night of lights, mirrors, music, and outside investors who have come to look at this land of new growth in the heart of Southern California. In past years, I have found myself talking to investors and developers from Singapore and Oslo. There's no telling who will be coming this year.

So when does the mayor of Ontario get to give his 'crime-is-down, business-is-up' speech?

You missed it.

He spoke to the Ontario Chamber of Commerce at their

lunch on Feb. 13th.

But the story was so impressive that the Business Journal decided to speak to Mayor Leon about the latest plans for the city in advance of the State of the City event on March 21.

Ontario, according to his honor, is not only the economic engine of the Inland Empire; it is also the Global gateway to Southern California. Key to this, he explains, is the airport, as well as the highway and rail connections, which have generated the distribution and logistic centers.

Thus, he adds, Ontario is attracting a lot of attention from some of the largest companies in the world.

Economically then, Ontario has taken the lead in the Inland Empire, surpassing both Riverside and San Bernardino, as business, commerce and industry has settled in Ontario.

The largest upcoming development for the city would have to be the new event center. Contracts and sub-contracts have been let. The site has been set as

continued on page 22

Glen Ivy...

continued from page 13

Trilogy as a neighbor. He sees both the visitors and the new residents of the area as positives for the springs.

"I just wish they would widen the 15," he confided to us. He likens it to the 91, and not in a good way. Today, the warm waters are combined with professional body treatments and skin care services, along with that outdoor red clay mud bath, and The Grotto, a body moisturizing treatment, underground. Enjoying the spacious subtropical setting with palm trees, blooming bougainvillea, and sparkling waters, visitors can see why Glen Ivy Hot Springs Spa has become known as Nature's Day Spa. Except for individual spa treatments and the social "Grotto" experience, use of all facilities is included in the daily admission fee. The hotel does not exist now, and there are no plans, at this juncture, to build a new one.

Glen Ivy Hot Springs Spa was featured as one of the "Top 24 Spas in North America" by National Geographic Traveler and the recipient of the "Distinguished Day Spa of the Year 2002" national award from The Day Spa Association.

It has also generated other day spa sites in the area. They are located in Brea Mall, Valencia and Hermosa Beach. Hermosa Beach also features a 24-hour fitness facility.

There are 350 people employed at the main Glen Ivy facility, with about 550 total throughout the chain. Many are massage therapists, whom you might not even notice if you are just there to soak in the hot springs.

Reservations for a visit to Glen Ivy Hot Springs can be made through the toll-free number: 1-888-CLUB-MUD. The price for a day's visit is \$35 Mondays through Thursdays and \$48 Fridays through Sundays, including holidays. The reservation and sales office is located in Corona.



FULL SERVICE GRAPHICS

- Web Development
- Web Design
- Databasing
- E-Commerce
- Web Hosting
- Graphic Design
- Corporate Identity
- Animated Logos
- Marketing Collateral

Be Noticed!! Increase Business with Custom Design

Mention this ad for a free consultation

909.338.3187
www.mindseyes.net

COMPUTERS/TECHNOLOGY

Why I Left for L.A. When the Super Computer Came to Riverside

By J. Allen Leinberger

This column has been dedicated, over the past decade or so, to discussing the hardware, software and peripherals of the new computing technology that most of us would have access to. Occasionally we find ourselves covering things of such a nature that most of us would never run into.

Such is the case of the "super computer."

You may remember the stories of Univac, the giant dinosaur of computers from back in the late '50s. It was a city block long and was powered by some several thousand vacuum tubes. For all of its vaulted abilities, it could do little more than your average handheld calculator today.

Tom Clancy's early novels, like "The Hunt for Red October" made the Cray computer in the basement of the Pentagon famous. This was the computer that could work with a satellite in synchronous orbit over the Earth to track a Soviet nuclear sub or read your license plate.

Today, your desktop computer connected to Google "Earth" can do just about as much.

Now the University of California, Riverside has introduced the new super computer for the 21st century. Correctly, it is now called a High Performance Computer, or HPC. It's the SGI Altix 4700. It works with a series of blades, which are like trays. Each tray has two 48-gigabit memory drives connected together. This is rather like two computers in each blade, which slide into the racks of the device.

The computer is, effectively, lied to. It doesn't see all of these little computers. It is told that it has one giant 512 terabit hard drive.

It can be lied to even more by

being made to believe that there are actually several smaller computers working together. Thus it could think that there were four computers working on four different jobs, simply by dividing the operation into quarters.

This machine can follow weather patterns and predict climate as no blow-dried comic weatherman on TV can. It can track hurricanes. It can reduce DNA testing time from days to minutes. This will bring reality in line with all of those forensic TV shows.

Dr. Eng Lim Goh of SGI spoke with me at lunch that day on the UCR campus. He explained that each 48-gig blade worked like a sports car. It is fast, but you could only use it to bring a carton of milk home from the store.

If, however, you need to transport a jet engine, the doctor explained, you need an 18-wheeler to haul the load. The option would be to slice the engine up into small parts that would fit into a fleet of those sports cars.

UCR's Professor Thomas Payne mentioned anecdotally that back in the '60s, when the campus received its first computer, they had to sign a promise not to buy any more for fear that the device would deter the educational and research mission of the school.

"There is something satisfying about outlasting your enemies," he joked.

It was also pointed out at the presentation that the Altix 4700 would run

off of the industry standard Linux system.

"Linux," one presenter mentioned, "is the greatest single advance in computing since the punch card." (Punch cards were first used in the French garment industry about 200 years ago to standardize dress designs.)

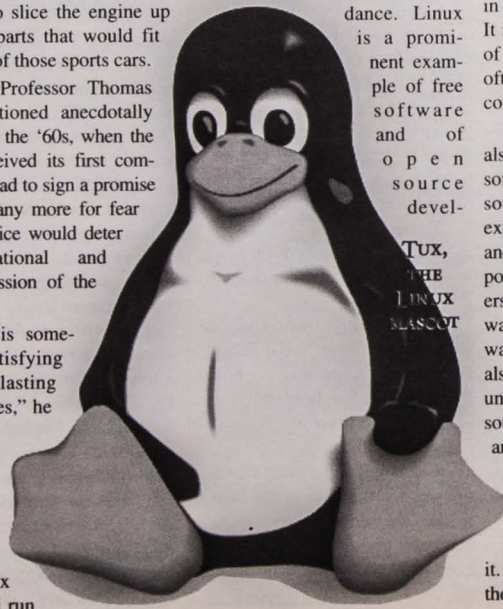
So just what is Linux and what does it mean to us?

For that I headed to the fifth annual Southern California Linux Expo, or SCALE, held in L.A. on Feb. 10 and 11.

Linux, it turns out, is an Unix-like computer operating system separate from, but compatible with, Windows and Mac. From the late '90s onward, Linux has been gaining the support of corporations such as IBM, Sun Microsystems, Hewlett-Packard, and Novell, Inc., all of which, along with Dell, Google and others, were in attendance. Linux

is a prominent example of free software and of open source development.

TUX,
THE
LINUX
MASCOT



is an antonym for closed source code is available for anyone to use, modify, and redistribute freely, and in some instances, the entire operating system consists of free/open source software.

Linux was created by Linus Torvalds in 1991. Despite the limited functionality of the early versions, it rapidly accumulated developers and users. Early on, the Minix community contributed code and ideas to the Linux kernel, and today it has received contributions from thousands of programmers.

Open-source software is an antonym for closed source and refers to any computer software whose source code is available under a license that permits users to study, change, and improve the software, and to redistribute it in modified or unmodified form. (Gates and Jobs would never let you do this.) It is often developed in a public, collaborative manner. It is the most prominent example of open source development and often compared to user-generated content.

In 1998, a group of individuals advocated that the term "free software" be replaced by open-source software (OSS) as an expression that is less ambiguous and more comfortable for the corporate world. Software developers may want to publish their software with an open-source software license, so that anybody may also develop the same software or understand how it works. Open-source software generally allows anybody to make a new version of the software, port it to new operating systems and processor architectures, share it with others or market it. The aim of open source is to let the product be more understand-

continued on page 35

Corporate Scandal...

continued from page 16

cy in 1991, but there's still another liability that's not being talked about, and which FedEx has done its best to hide. In 1992, shortly after FedEx killed its own payroll tax processor, FedEx started using contract labor for the bulk of its driving force. Today, this action is causing FedEx no end of legal problems, and with good cause: the move to contract labor was nothing more than a calculated effort at avoiding payroll tax liability and other employee-related obligations.

FedEx drivers have brought several suits against the company, claiming that while they are brought in as "contract labor," they are de facto employees. The courts agree, and today, Federal Express faces major losses as a result of these lawsuits. These losses are substantial, and big enough to leave FedEx stockholders reeling.

In a note from the IRS dated July 12, 2006, the agency reaffirms an opinion that a FedEx Ground driver, operating as a contractor, was in fact an employee. In fact, there have been hundreds of lawsuits brought against FedEx by drivers, and the courts have levied assessments against FedEx for over \$100 million. A class-action drivers lawsuit, filed in South Bend, Indiana, will substantially increase that total to well over a billion dollars once the decision is applied to every one of the 15,000 or so drivers in FedEx's stable.

The courts have been in agreement in dozens of individual suits against FedEx; in a major ruling in California, the California Unemployment Insurance Appeals Board said that a former FedEx driver was eligible for unemployment compensation, despite being a contract employee. The Appeals Board noted that the individual "was clearly an employee of FedEx." The board ruled that the person had been misclassified as a subcontractor, and the company

failed to deliver on its promises that he would be autonomous. In fact, FedEx wielded total control over his driving "business," and was required to obey strict guidelines and was not free to regulate his work schedule. The driver's attorney is quoted as saying, "This is another example of how FedEx Ground has shifted the huge expense burden from the corporation to the backs of hard working men and women. The drivers' claim, and the courts decision, have borne this out: in fact, the "contract status" of FedEx drivers is little more than a sham designed to avoid responsibility for payroll taxes and other standard employee obligations.

Despite the court decisions, FedEx to date continues to consider its drivers as contract labor. Yet in these days of enhanced corporate accountability and new regulations, the specter of shareholder lawsuits looms large. In fact, FedEx dodged hundreds of millions of dollars worth of payroll tax obligations, which in effect made the bottom line appear to be more favorable than it really was--and that's what makes shareholders upset, and what forms the basis of shareholder fraud.

Simply put, by claiming its driving force was contract labor, FedEx avoided paying for payroll taxes and other employee-related expenses, which were expenses that FedEx should have legitimately borne. By making the "contract employee" argument, FedEx has been able to consistently understate its expenses, and defraud its stockholders, for nearly 15 years. The courts have ruled that the drivers are employees, and FedEx is responsible for all payroll taxes and ERISA payments. With the existing judgments, along with the class-action suit and a potential shareholder suit, FedEx could be liable for well over a billion dollars. But it doesn't stop there. If the potential loss from its liability in the Hamilton Taft case were factored in, FedEx

continued on page 27

Persistence...

continued from page 17

that you're making, and the more likely you are to persevere to the final outcome.

Whatever goal you make, be sure it's realistic yet a bit lofty. Why? Because if you make a lofty goal and come shy of it, you're still further ahead than if you had made a smaller goal. Remember that few goals are attained overnight, so be patient and take small steps.

2. Recognize your accomplishments.

In order to keep your motivation high and your perseverance going strong, honor the small milestones you accomplish on your way towards your goal. Celebrate key accomplishments by treating yourself to something special, such as a nice dinner, a trip to the movies, or whatever helps you realize that your accomplishment, no matter how small, is important.

Another option is to track all your small accomplishments on a progress board, much like how fund-raising companies track how much money they've brought in throughout the year. Display the board in a place where you'll see it often. That way when you feel your perseverance waning, you can quickly remind yourself of how far you've come, and that success is just around the corner.

3. Set up a support network.

You likely have friends and family who constantly cheer you on and encourage you to reach your goals. Identify these people in your life and make them a part of your support network. Share with them everything you want to accomplish, and ask them to hold you accountable for reaching your goals.

Why is a support network so important to help you persevere? Because most people give up too soon. We have so many things going against us, such as tough competition in business and neg-

ative messages about life in general coming at us from many different fronts. All that negativity works against us and causes us to give up too soon. That's why everyone needs support systems. Even if you're only able to advance a little bit, share that with your support network so they can congratulate you and help you stay true to what you ultimately want to accomplish.

4. Make a commitment to yourself.

Decide once and for all that you will see this through to the end and that you will reach your goal. Commitment comes from within. So commit with all your heart and muster all your willpower to persevere, no matter what. Remember, if you want something bad enough, you will find a way to achieve it. Decide that you will make it and claim your victory!

Press On...And On...And On....

We all have challenges to overcome. While some people have what seem like bigger mountains to climb, all our efforts are equally rewarding once we reach our goal. The human spirit is powerful beyond comprehension. So decide to start taking steps towards your goal, and soon you'll be looking back at them and admiring all you've accomplished. Whenever you feel like giving up, just remember that it's always darkest before dawn. Believe in yourself, and never give up!

For more information, please visit www.thefirewithin.net.

SUBSCRIBE
TO THE
INLAND EMPIRE
business journal
SEE PAGE 12
FOR DETAILS

MANAGING

“But Where Do I Find the Right People?”

Apply Talent Management

By Dan Coughlin

Sally, the regional vice-president of sales in a national retail organization, said, “Dan, I know it’s important to have the right people ‘on the bus,’ but who exactly are the ‘right people’ and how am I supposed to find them and keep them?”

- You could post the opening, wait for applications, review resumes, set up interviews, and pick the best candidate for the job.

- You can be on the hunt everyday for the type of talent you want for each position in your organization.

Good question. I define the “right people” for an organization as “employees who have the appropriate business talent.” What is business talent? The capacity to help your customers achieve their goals in ways that generate sustainable, profitable growth for your business.

The VSPs of Business Talent

An employee’s business talent consists of his or her VSPs: values, skills, and passions.

- Values are beliefs that determine behaviors.
- Skills are the ability to do certain types of work.
- Passions are what trips a person’s trigger, what drives him or her to do the very best.

The function of every manager is to recruit, reward and reenergize employees with relevant business talent so they help optimize their organization’s bottom-line outcomes.

The Three R’s for Optimizing Business Talent

RECRUIT by being a talent scout, not a position-filler.

Post or hunt.

When you have an opening on your staff, there are two ways to find a new employee:

Which method do you think will produce the best results? If you follow the first method, you will only hire people not coveted by other organizations. Not the best way to bring in optimally talented individuals who will catapult your company’s effectiveness.

To get the right talent hunting for it everyday. First, write down the VSP (Values, Skills, and Passions) needed to be extraordinarily efficient and effective at each position in your organization. Then consciously look for this particular talent each day. Let other people know the types of people you want if the position were to ever open up. Keep a list of people you meet at industry conferences, trade shows, and meetings who could potentially fill different positions in your organization. Build relationships with those people by staying in touch with them on a regular basis.

Make it daunting to get inside your doors.

My first boss said to me, “If you make getting hired seem too easy, candidates will wonder if they found the right place to work.” I asked him what he meant by that and he said, “You don’t want the candidate to think you’re desperate to get him or her on board. Be patient so the candidate feels privileged to work for our organization rather than like

another warm body.”

He went on to say, “Make the hiring process respectful, but also evident that you and the other members of the hiring committee take the process very seriously and don’t just hire anyone. Show up on time to conduct the interviews, have multiple people interview the candidate, and, if possible, place the candidate in a variety of settings to see how the person interacts with others.”

He then explained the importance of carefully building interview questions, role plays, and case studies to ensure we selected the right talent for a given role in our organization.

Finally, he warned me about being careful not to “fall in love”

with a candidate based on his or her charisma, charm, enthusiasm, past jobs, or referrals. He said, “Make sure the person brings the combination of values, passions, and skills we need for that position. Be willing to prolong the search to find the right person.”

REWARD those who do it, not those who talk it.

Hiring talented people is one thing. Getting those individuals to apply their values, skills, and passions in ways that generate sustainable, profitable growth is another. The first one costs money, and the second one makes money. Clearly communicate what you expect in terms of

continued on page 32



Please allow us to introduce ourselves: Triton Communications, Inc., a full service telecommunications company. Originally formed in 1981, and incorporated on August 12th 1982. We began as a contractor providing installation service for Rolm of California. In 1985, Triton Communications, Inc. became an interconnect and began to serve its own customers.

We are very proud to say that many of our original customers are still with us today. Please review the list of services and qualifications below. We are certain you will find that Triton Communications, Inc. can be of assistance to you and your company. We have a very well trained technical staff and our installation and service technicians have an average of fifteen years experience each. The following is a list of our services:

- Sales and Service of refurbished (Nortel, Toshiba) & new (NEC) telephone systems and equipment.
- Complete System cabling of voice, data, and computer networking.
- Voice Mail and Paging systems to Video conferencing and Call Accounting systems.
- Providing Local Dial Tone, T1, Long Distance and 800 numbers.
- VoIP solutions.

Aspire

Triton Communications, Inc.
663 Brea Canyon Road Ste. 4
Walnut, CA 91789
Phone: 909.594.5895
Fax: 909.598.2832
www.tritoncomm.com



SAVE THE DATE
MAY 4TH, 2007

WOMEN & BUSINESS EXPO

PRESENTED BY

TOYOTA DEALERS
OF SOUTHERN CALIFORNIA



INLAND EMPIRE
business journal

Location - DoubleTree Hotel - Ontario

For Sponsorships, Contact Bill Anthony at 909-483-4700

Keynote speakers to be added soon.

REGISTRATION - WOMEN & BUSINESS EXPO

WOMEN & BUSINESS EXPO



2007

Registration fee includes:
lunch, keynote speakers
and networking.

LOCATION:
DoubleTree Hotel,
222 N. Vineyard Ave
Ontario, CA 91764

MAIL PAYMENT AND
REGISTRATION FORM TO:
Inland Empire Business Journal
PO Box 1979
Rancho Cucamonga, CA 91729
(909) 483-4700
Fax (909) 483-4705
E-mail: ieb@busjournal.com

WHEN: Friday, May 4, 2007
7:30 a.m. to 6:00 p.m.

Name _____	Title _____
Company/Organization _____	Telephone _____
Address _____	Fax _____
City _____	State/Zip _____
_____ Conference Registration is \$89 per person	
_____ Groups of 10 or more are \$85 per person	
COMPANY TABLE OF TEN \$850	
I am enclosing my check/money order for the amount of \$ _____	
Please charge my (circle one) _____	MasterCard VISA
# _____	Exp. Date _____ Signature _____

Cancellations: In the unlikely event that you are unable to attend, we are willing to accept a substitute in your place. All cancellation requests must be in writing and received by April 15th for a full refund (less \$25 cancellation fee). No refunds can be granted after April 15th.

Tickets sold on a first-come, first-served basis. Early registration receives best seating location.

RESERVATIONS MANDATORY (909) 483-4700

The Natural Meeting Choice

TOP OF THE TRAM OFFERS COMPLETE BANQUET AND MEETING AMENITIES, INCLUDING VIDEO CONFERRING, WITH SPECTACULAR VIEWS OF THE SAN JACINTO STATE PARK WILDERNESS AREA.



CALL GROUP SALES
(760) 325-1449

A NATURAL HIGH



PALM SPRINGS
Tram
WWW.PSTRAMWAY.COM

UCR Scientists...

continued from page 1

Michael Pirrung, a professor of chemistry and the holder of the UC Presidential Chair in Chemistry at UCR, will receive \$543,987 for a two-year project entitled "Stem cell survival and differentiation through chemical genetics." The project will test whether chemical compounds similar to conventional pills are able to keep human embryonic stem cells growing and multiplying in the laboratory, thereby helping them become one of the specialized types of cells, like spinal cord cells, found in the human body.

Frank Sauer, an assistant professor of biochemistry, will receive \$595,469 for a two-year project entitled "Non-coding RNA as tool for the active control of stem cell differentiation." The project will assess whether non-coding RNA can induce stem cell differentiation. Unlike traditional RNA, which is copied from DNA and translated into protein, noncoding RNA molecules are never translated into proteins, but induce cell identity.

Pirrung explained that neurotrophin, a protein originally discovered in the brain, can stimulate the growth of stem cells in culture. "But proteins typically are not what we'd like to use in large quantities in the lab because they are expensive," he added. "We will work on finding chemicals that mimic the action of neurotrophin. Compared to

proteins, chemicals compounds are much easier and cheaper to make in a very pure form."

In his project, Sauer will use non-coding RNA to control the developmental identity of stem cells in order to form any desired kind of human cell. "We hope this will provide a tool to produce different cell types for use in biomedical research," he said.

The start date for both projects is April 1, 2007. Pirrung and Sauer are among 72 awardees for funding by the California Institute for Regenerative Medicine. Pirrungs' project will be done in collaboration with UC Irvine's Peter Donovan, a professor of biological chemistry. Sauer will collaborate with Noboru Sato, an assistant professor of biochemistry at UCR.

UCR recently established a Stem Cell Biology Center to advance basic and translational stem cell research through synergistic integration of UCR researchers in multidisciplinary fields.

"The center focuses on understanding basic mechanisms that control stem cell functions by studying mammals and other organisms that give useful fundamental insight into how stem cells maintain pluripotency — their ability to develop into many different cell types of the body — or how they differentiate into adult cell types," said Prudence Talbot, director of the Stem Cell Biology Center. Her laboratory is developing methods to culture human embryonic stem cells in culture systems without animal products such as protein.

Ontario's State of the City...

continued from page 17

the location of the old Ontario Motor Speedway, just west of the Ontario Mills Mall, between Milliken and Haven.

It will incorporate the Piemonte development, a mixed-use project, along with at least one five-diamond, high-rise hotel. The event center itself will

seat 11,000 people and promises to bring in perhaps minor league hockey and/or basketball or arena football. Maybe we will see a Disney-On-Ice show. There is even talk of some pre-season Lakers' exhibition games. Plans are for city ownership with the operations handled by AEG, the same people who run the Staples Center in L.A.

It is hoped that this will allow for acts performing in L.A. to also book a night out here, giving us a chance to enjoy the enter-

tainment without having to drive 50 miles to the west of us in the middle of the week.

(For concerts the center can be re-configured for 13,000.)

Naming rights for the center have been contracted with Ontario-based Citizens Business Bank. Mayor Leon speaks highly of the value that CVB brings to the center with its profile in Southern California based in Ontario.

Leon also speaks highly of such companies as Maglite, which has had the opportunity to move its assembly plant to China where the labor pool is cheap. Owner Tony Maglica chose to remain in Ontario, marking each flashlight as "Manufactured in Ontario, USA." In fact he has chosen to build his two new manufacturing plants totaling almost 30 acres here in his hometown base of Ontario.

Mayor Leon boasted to the Business Journal that, "Anthony Maglica is a committed American who believes in American values and believes in the American people, and believes in those who have stuck with him all of these years, growing his business and choosing to expand right here in the city of Ontario."

Then there is the Maglev or Bullet Train. This high-speed, magnetic levitation train has been promised, or at least speculated on for about two decades. Where it goes is always a question. Las Vegas to ONT has been a popular route, but so has San Diego, through L.A. to Sacramento. Paul Leon has been in conversations with the mayor of Anaheim to pursue the prospect of a Disneyland to ONT train. This would effectively make LA/ONT the airport of Disneyland.

Empty fields along Interstate 10 have grown overnight into what Leon describes as, "a series of developments." Part of this is the aforementioned Piemonte project, which encompasses mixed-use residential over retail, mixed-use office over retail, straight-use retail, straight-use residential and including that event center.

This is a part of the plan to lay out the future of his city, so that it is no longer necessary to change zoning laws to allow apartments to pop up in the middle of a single-family housing area as happens in older sections of town.

He added, "We are endeavoring to lay out the city of Ontario correctly in the future. We are making sure that all of the developments are complete and secure and they will endure in perpetuity."

While Leon concedes that there are areas of any city the size of Ontario that have their own character, he and the city council are striving to maintain continuity.

Political wards, he continues, bring nothing but divisiveness to the city. Says Leon, "Every political leader needs to be accountable to every section of the city so that it can be an even-playing field."

Also noticeable along the Interstate are the new cottage-style offices that surround the new Carpenter Union Hall. This is part of an ongoing development, cited by a number of mayors, wherein people are going back over areas to find unused land in the middle of new growth.

Other projects upcoming in Leon's city include the Historic Guasti District, reported here first in July of 2006. The Ontario Town Square revitalization is also earmarked. The State of the City presentation will show off the time line for the New Model Colony housing and commercial development, which has been on the drawing boards for nearly a decade.

Some 4 million square feet of office development are planned, as well as educational development including nationally recognized universities and training facilities.

The theme of the State of the City event is: "Heaven and Earth--What We Are Willing to Move"

The presentation will take place beginning at 5:00 p.m., March 21st, at the Ontario Convention Center. Expect Paul Leon and his people to be there to show the world the best their city has to offer.

NAI Capital to Secure Investors for China

China's Nanpu Economic Trade Development Area (NEDA) has appointed Christine A. Lee, executive vice president and cofounder of NAI Capital's Pacific Rim Division, as the exclusive commercial real estate representative for the region's trade development zone. Lee will act as a consultant to secure investors, developers, enterprises and financial institutions to invest in NEDA.

"This is an unprecedented contract for NAI Capital," said Bennard Gillison, senior vice president and director of the firm's corporate services division who is working with Lee to secure contracts from U.S. corporations interested in doing business in China. "Christine's relationships with China and this exclusive agreement with NEDA present an extraordinary opportunity for NAI Capital and NAI Global clients to invest in China."

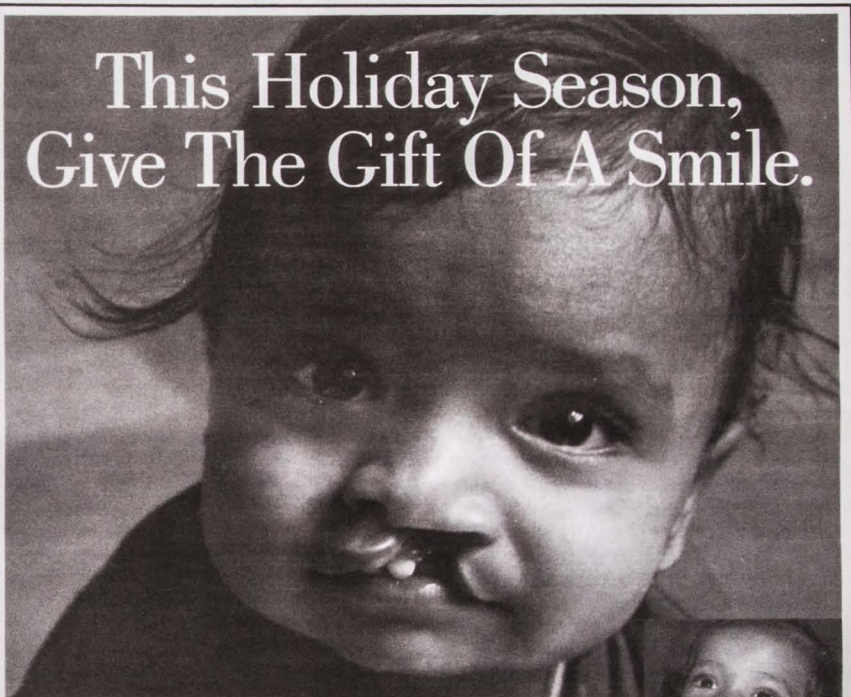
Within 130 miles of Beijing, the port city of Nanpu has a population of 7 million people. It is located in an urban area comprised of over 299 million people.

The Nanpu Economic Development Area is located in the Hebei Province of China, 12 miles from Caofeidian port. Newly constructed and now one of China's largest ports, Caofeidian was built to service major iron, steel, chemical and petrol industries. The city of Nanpu supports the infrastructure and growth of Caofeidian's ports. Development in the port has been expedited in anticipation of the 2008 Olympic Games, as companies such as Shougang Iron and Steel Group will move its Beijing plant to Caofeidian. The city of Nanpu is also home to Nanpu Salt works. Tangshan Sanyou Alkali Company, several Korean hi-tech companies, and the manufacturing and distribution centers for titanium and ceramics industries.

for industries interested in expanding their activities in China," said Lee. "With Caofeidian's deep-water, ice-free port along the Bohai Sea receiving up to 300,000-ton capacity vessels and housing two 250,000-ton ore berths, international trade businesses should take a serious look at Nanpu," noted Lee.

"Christine understands Chinese and Japanese culture and is an asset to NAI Capital clients looking to invest in the Nanpu region," said Gillison. "Her relationships throughout Asia afford NAI Capital clients with unique access to opportunities that might otherwise be missed due to language and cultural barriers."

For more information about investment and development opportunities in the Nanpu Economic Development Area, please contact Christine A. Lee of NAI Capital at (310) 871-7979; e-mail: clee@naicapital.com.



Today, millions of children in developing countries are suffering with cleft lip 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.

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

YES, I want to give a child a second chance at life.

\$250 Provides cleft surgery for one child. \$ 50 Provides medications for one surgery.
 \$125 Covers half the cost of one surgery. \$ We'll gratefully accept any amount.

Name _____ Address _____
 City _____ State _____ Zip _____
 Telephone _____ eMail _____
 Charge my gift to my credit card: Visa MasterCard AMEX Discover
 Account No. _____ Exp. Date _____
 Signature _____

Send this coupon with your donation to:
The Smile Train
 P.O. Box 1979
 Rancho Cucamonga, CA, 91729-1979 Z05121003ZFBN04

Make check out to "The Smile Train."

The Smile Train
 Changing The World One Smile At A Time.
 1-877-KID-SMILE
 www.smiletrain.org

*All nonprogram expenses, such as overhead and fund-raising, are paid for with start-up grants from our founding supporters. The Smile Train is a 501 (c)(3) nonprofit recognized by the IRS, and all donations to The Smile Train are tax-deductible in accordance with IRS regulations. © 2005 The Smile Train.

Penguin Love: It's a Hot Topic

They're so cute, so cuddly, so adorable. But penguins can also be controversial.

Roy and Silo, two male penguins in New York's Central Park Zoo, had an affair that sparked a hot debate over the nature vs. nurture theory of homosexuality.

It is a topic that evolutionary biologist and UC Riverside Professor Marlene Zuk recently addressed when she delivered a guest lecture, titled, "Penguin Sexual Politics," at the San Bernardino County Museum.

Roy and Silo built a nest together, incubated a rock, and when provided with a real egg, were able to raise a chick. Gay-rights activists used the pair as proof that homosexuality occurs in nature.

But Zuk, whose work focuses on behavioral ecology, and more specifically sexual selection, said there is a larger point.

"If we use animals as poster children for ideology, we not only end up in meaningless arguments over whose examples are more significant, but we also risk losing sight of what is truly interesting and important about their behavior," Zuk wrote in an essay for the February 2006 issue of Nature magazine.

The importance, according to Zuk, is not whether or not a family headed by two male penguins proves that homosexuality is natural, but rather whether it offers a larger view of the purpose of sex.

Bonobo chimpanzees use sex not just for procreation, but also



Professor Marlene Zuk

to defuse tense situations, even with members of the same sex, said Zuk. "Sexuality is a lot broader than what people would like to think," Zuk said.

In the popular documentary, "March of the Penguins," the filmmakers follow the lives

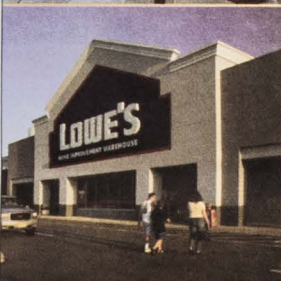
of emperor penguins as they travel 70 miles in subzero temperatures to get to their nesting grounds. Once there, they mate and raise their chicks.

Conservatives hailed "March of the Penguins" for its strong family values, pointing to the male penguins' fidelity and sacrifice to guard the chicks.

But Zuk said that kind of sacrifice is the way penguins guarantee the survival of their own genetic code.

"... the Penguins are perfect little Darwinians, selfish as can be," Zuk wrote in the Nature article. "No one seemed to question why the birds took such pains on their return to the breeding grounds to find their own mate, their own chick, in a crowd of thousands of look-alikes. It seemed human, after all, like sailors returning from war eagerly seeking their families among the throng on shore."

Professor Zuk is the author of "Sexual Selections: What We Can and Can't Learn About Sex from Animals" (University of California Press, 2002). Her next book, due for release this month, is "Riddled With Life: Friendly Worms, Ladybug Sex and the Parasites that Make Us Who We Are." (Harcourt).



Available Now Class-A Properties for 1031 Exchanges

Brokers Earn 3% on Equity

SCI Real Estate Investments, LLC is a Real Estate Principal with a portfolio valued at over \$1.5 Billion worth of closed fractional-deed real estate.

We buy Class-A Institutional-Quality properties nationwide and, working exclusively with Licensed Real Estate Professionals, we sell co-ownership real estate interests to accredited individual buyers



Lynette Sohl, Regional Director
lsohl@sciproperties.com
ph. (626) 665-2649
sciproperties.com

SCI
Own Big. Own Better.

Steinem...

continued from page 1

Women's Resource Center, "An Evening With Gloria Steinem" will feature a lecture from 7 to 8:30 p.m. followed by a book signing at the university's Santos Manuel Student Union Event Center.

The event is free to students, faculty and staff with proper identification, and a \$5 admission charge to the public.

Parking is \$4 per vehicle.

Steinem is the founder of Ms. Magazine, author of five books and countless essays. She is also a founder of several organizations, including the Coalition of Labor Union Women, Voters for Choice and National Women's Political Caucus.

For more information, contact Janet Honn-Alex at (909) 537-7715.

Commercial Real Estate Brokers Serving the Inland Empire

Listed Alphabetically

Company Name Address City, State, Zip	I.E. Commercial Property Leased/Sold (total \$ volume Oct. 1, 2005 - Sept. 30, 2006)	# of Commercial Projects Represented in the Inland Empire	# of Active Licensed Commercial Agents In I.E. # of Employees (IE)	# of Offices In I.E.	Year Founded in IE Year Founded Nat.	Top Local Executive Title Phone/Fax E-Mail Address
Baxley Properties, Inc. 73-712 Alessandro, B-4 Palm Desert, CA 92260	135,154,612	79	13 3	1	1989 1989	Dick Baxley President (760) 773-3310/773-3013 dbaxley@baxleyproperties.com
The Bradco Companies P.O. Box 2710 Victorville, CA 92393	109,337,708	132	9 11	1	1989 1989	Joseph W. Brady CCIM President (760) 951-5111X101/951-5113 jbrady@thebradco.companies.com
CB Richard Ellis 4141 Inland Empire Blvd., #100 Ontario, CA 91764	2,371,500,628.36	886	116 64	3	1998 1906	Jeff Moore Senior Managing Director (909) 418-2035/418-2050 jeff.moore@cre.com
CDM Group, Inc. 31309 Highway 79 South, Suite 100 Temecula, CA 92592	80,000,000	75	10 12	1	1988 1988	Charles L. Nichols President (951) 676-6168/699-8219
Coldwell Banker Commercial - Almar RE Group 27708 Jefferson Ave Ste. 200 Temecula, CA 92590	75,000,000	152	12 4	1	1999 1906	Allen L. Nunez Executive Vice President (951) 296-9800/296-9801
Coldwell Banker Commercial - Inland Empire 8311 Haven Ave., Ste. 200 Rancho Cucamonga, CA 91730	78 million	17	10 12	1	1983 1983	Daniel W. Richards Owner/Broker (909) 980-6868/ 987-8183 drichards@stephendaniels.com
Colliers Seeley International 3401 Centrelake Drive, Ste. 150 Ontario, CA 91761 73-733 Fred Waring Drive, Suite 110 Palm Desert, CA 92260	522,924,568	134	11 5	2	(Ont.) 1976 (P.D.) 2000 1908	Rick Chichesters President/CEO (909) 605-2400 Palm Desert (760) 773-2432 www.colliers.com/losangeles
Commercial Realty Advisors, Inc. 3200 Inland Empire Blvd., Ste. 170 Ontario, CA 91764	76,000,000	8	2 4	1	1993 1993	James R. Panting Owner/Broker (909) 484-9800/484-9803
Cushman & Wakefield 3800 Concoors Ontario, CA 91764	201,863,381	103	9 15	1	1980 1917	Joe Vargas Senior Managing Director (909) 980-7788/989-4440 joe_vargas@cushwake.com
Grubb & Ellis 3401 Centrelake Dr. Ste. 500 Ontario, CA 91761	\$766,185,692.00	248	39 16	2	1985 1958	Mark A. Piscitelli Exec. V/P/Managing Dir. (909) 605-1100/(909) 390-8646 Mark.Piscitelli@grubb-ellis.com
Lee & Associates 3535 Inland Empire Blvd. Ontario, Ca 91764	\$887.4 Million	N/A	24 24	1	1987 N/A	Paul R. Earnhart President (909) 989-7771/(909) 944-8250 www.lee-assoc.com
Marcus & Millichap 3281 E. Guasti Rd. Ste. 800 Ontario, CA 91761	\$1.4	N/A	35	1	1989	Kevin A. Assef Regional Manager (909) 605-1800/605-1832 www.marcusmillichap.com
Sperry Van Ness 800 N. Haven Ave. Ste. 100 Ontario, CA 91764	\$650 million	205	38 9	N/A	1989 1987	Bill Hardy Regional Manager (909) 466-2500/(909) 466-2512 billhardy@svn.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Robin Powers. Copyright IEI.

BigHorn

continued from page 10

of custom home sites currently from \$2.295 million, residences from \$2.295 million.

Membership to Bighorn features two championship golf courses: the Tom Fazio-designed

Canyons and the Arthur Hills-designed Mountain course; 13,000-square-foot European spa and salon with state-of-the-art fitness center, pilates and aerobics studio, three world-class jets to transport members to and from Bighorn; a 40,000-square-foot

clubhouse with a top 100 golf shop, 2005 PGA's teacher of the year Peter Krause, seven indoor/outdoor dining restaurants including a new 5-star Canyons fine dining restaurant and a 600-item Marketplace serving Starbucks coffee, luxurious locker

rooms, tennis courts, a calendar full of social events, fitness classes and a variety of concierge services to enhance everyday living. To experience Bighorn in person, Business Journal readers can contact Bighorn properties at (800) 551-5578 for your private tour.

MBA/Executive Programs in the Inland Empire

Listed Alphabetically

Name Address City/State/Zip	Programs Offered MBA/Exec. Executive/Enrl.	Faculty to Student Ratio # Full Time Faculty # Part Time Faculty	Type of Institution Year Founded	Tuition & Fees: MBA Prog.: CA Res./Non-CA Res. Exec. Prog.: CA Res./Non-CA Res.	On Campus Rm. & Board. # Yrs. Wk. Exp. Req. for Admittance	Av. Grad. Starting Salary: MBA Program Executive Program	Top Local Executive Title Phone/Fax E-Mail Address
California Baptist University 8432 Magnolia Ave. Riverside, CA 92504	Yes/15 Yes/22	1:15 6 6	University 1950	\$18,000/Same \$18,000/Same	\$4,200 Per Year/None	\$50,000 \$75,000	Andrew Herrity MBA Director (951) 343-4361 gradservice@calbaptist.edu
Cal Poly, Pomona 3801 West Temple Ave. Pomona, CA 91768 (Pro. MBA Program) Professional MBA program contact: Andrew Truong (909) 869-3551/869-4559	Yes/300 Yes/17 (Pro. MBA Program)	1:12 110 65	Public 1938	\$900 per Qtr/\$2,100 per Qtr \$325 per Unit/\$325 per Unit	\$1,034 2 Years Managerial/Supervisory	N/A	Dr. Eric J. McLaughlin Director (909) 869-2363/869-4559 directorgba@csupomona.edu
Cal. State Univ., San Bern.* 5500 University Parkway San Bernardino, CA 92407	Yes/324 Yes/28	1:18 36 1	Public 1966	\$4,000 (per qtr.)/\$12,000 (per qtr.) \$18,500/\$18,500 (for entire two year program)	\$9,600 Per Year 5+ yrs supervisory for Exec.	N/A N/A	Larry R. Sharp CEO (909) 537-5703/537-7582 mba@csusb.edu
Cal. State Univ., San Marcos 333 S. Twin Oaks Valley Rd. San Marcos, CA 92096	Yes/150 No	1:16 30 5	State University 1989	\$14,696/\$36,392 (+Books, Parking, Catered Lunches) N/A	N/A 3-5 Years	\$62,000 N/A	Keith Butler Dir. of College Operations (760) 750-4266/750-4263 mba@csusm.edu
La Sierra University 4500 Riverwalk Parkway Riverside, CA 92515-8247	Yes/69 No/35	1:10 12 2	University 1922	\$540/Unit \$540/Unit	\$1,958 N/A	\$65,000 N/A	Johnny Thomas Dean (951) 785-2064/(951) 785-2700
The Peter F. Drucker & Masatoshi Ito Graduate School of Management 1021 N. Dartmouth Ave., Claremont, CA 91711	Yes/220 Yes/80	1:12 84 88	Private 1925	\$1,142 Per Unit/Same \$1,310 Per Unit/Same	\$800 0	\$75,000	Cornelis DeKlooyes Dean Of Students (909) 483-9360/948-3197 drucker@cgu.edu
University of La Verne* 1950 Third St. La Verne, CA 91750	Yes/727 No	1:12 25 45	Private 1891	\$18,000/\$19,500 Per Unit/Same N/A	N/A 3 Years	\$68,000 N/A	Abe Helou Associate Dean (909) 593-3511 ext.4211/392-2704 heloua@ulv.edu
University of Redlands* School of Business 1200 East Colton Ave. Redlands, CA 92374	Yes/476 No	1:12 28 288	Private University 1907	\$584 Per Unit/Same N/A	N/A N/A	N/A N/A	Peter Bergevin Graduate Programs Director (888) 999-9844/(909) 335-5325
U. of Calif., Riverside Anderson Grad. Sch. of Mgmt. 900 University Avenue Riverside, CA 92521	Yes/114 No	1:04 22 17	Public 1954	TBD N/A	\$10.00 per Qtr 0	N/A N/A	Y. Peter Chung Interim Dean (951) 827-6200/827-3970 mbo@agsrmail.ucr.edu
University of Phoenix 337 North Vineyard Ave., Ste. 100 Ontario, CA 91764	Yes/153 No	1:18 7 162	Private 1976	\$372 per Unit N/A	N/A MBA-3	N/A N/A	Jennifer Cisma Campus Director (800) 888-1968 (909) 937-2424

N/A = Not Applicable. WND = Would Not Disclose no = not available. *Failed to provide updated information by deadline; data repeated from last year. The information in the above list was obtained from the colleges listed. To the best of our knowledge, the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Robin Powers. Copyright 2007 IEJB.

Ontario Airport...

continued from page 3

ExpressJet will become the 14th airline to serve ONT. It is important to note that the airport was named "Best Alternate Airport" in Southern California by Forbes.com. It served 7 million passengers in 2006 and is forecast to serve 30 million by 2025.

"I am elated that ExpressJet chose LA/Ontario International as the hub for its West Coast flight operations," Villaraigosa told the Business Journal.

The ExpressJet ONT operation is expected to create more than 600 direct jobs for the Southern California economy, including pilots, flight attendants, aircraft mechanics, ramp workers and passenger service personnel based on ONT.

Ontario Mayor Paul Leon stated that, "The exceptional partnership between the City of Ontario and Los Angeles World Airports is mutually beneficial. With construction and expansion of new facilities and service, ONT is on track to become Southern California's next major

gateway. Express Jet's new corporate service will fill the demand of Ontario's growing resident and business population and further enhance Ontario's role as Southern California's next urban center."

ExpressJet's President Jim Ream will be back in town for the Ontario Chamber of Commerce's Aviation Summit, scheduled to take place at LA/ONT's Terminal 1 on March 27. The County of San Bernardino Economic Development Agency, Guardian Jet Center and LA/Ontario

International Airport will also sponsor that event.

ExpressJet's new nonstop destinations from ONT include Albuquerque, Austin, Boise, Colorado Springs, El Paso, Fresno, Kansas City, Monterey, Omaha, Oklahoma City, San Antonio, Spokane, Tucson and Tulsa. The service to Omaha and Tulsa will be the only nonstop flights from any airport in Southern California, including LAX.

Villaraigosa also announced that PMD (LA/Palmdale) will re-

continued on page 28

Sales...

continued from page 16

well-being is a function of a consistent flow of new clients to join your existing client base, making up for natural attrition, and allowing you to achieve your firm's growth goals. But successful rainmaking isn't what it is in the movies, and outdated approaches to business development can undermine your best efforts to expand!

There are Few "Timeless Truths" in Selling

Do you believe that there are a few "sales principles" that should always be used in attracting new clients? Think again! There have been more studies about what's really working in sales, and it's probably not what you expect. If you haven't learned these new selling principles, your rainmaking efforts are undoubtedly less successful than they might otherwise be.

Fix this problem by learning what's working now. Here are three outdated sales practices and how to move them into the 21st century.

1. Overcoming Objections

It used to be a fundamental principle of selling: you must overcome your prospect's objections to get their work.

No more!

Studies show that prospective clients hate fighting --- they don't want you arguing and working to overcome their concerns; they want you to listen to their problems, understand the impact of those issues, and then offer to help, if you are able. That's a world away from the combative old-style approach to selling!

Today, when we hear an objection, we state the problem in different words, simply to let the prospective client know that we heard and understand it.

For example, "Ms. Jones, you're concerned that you are already working with someone in my profession, and you would prefer not to have to disappoint that person and let them know that you have selected another advisor,

if I understand you properly."

If we don't understand why something they've stated is a problem, we ask about that "Mr. Smith, you've said that you're concerned that I'm located two states away; may I ask why that is a problem?"

When we fully understand the objection, and the pain that underlies it, then and only then can we offer to be of help. "Ms. Jones, perhaps this does not involve dismissing your current advisor. I'm concerned particularly with the X issue; might I be of service to you just in that area?" or "Mr. Smith, I understand that you're concerned that I be accessible to you, available when you need me. Now if I heard you correctly, that means that your phone calls get returned promptly, the same day, not so much that we must be located down the road from one another. Is that correct?"

2. Arguing on Behalf of Your Firm

For years, professional services providers have taken the approach that new client development will require making an argument for using their firms. Sales research, however, shows that such an approach is doomed, probably because it involves too much talking on your part! Today's successful rainmakers follow "The 90-10-90 Rule." This says that, ideally, in a conversation with a prospective client, that prospective client is speaking 90 percent of the time. Concerning the 10 percent of the time that you, the professional services provider, are speaking, you should spend 90 percent of that 10 percent asking questions!

Let that sink in: the prospective client should be speaking 90 percent of the time, and when you're speaking, you should mostly be asking questions, not talking about yourself or your firm.

There's a big exception to The 90-10-90 Rule: you can talk as much as you like if you're answering your prospective client's questions. But if he or she isn't asking, you should-

continued on page 34

Corporate Scandal...

continued from page 19

itself could face bankruptcy.

Shareholder Disclosure

Shareholders have historically demanded more accountability and more information from the corporations in which they invest, and it's not just the big shareholders that should get access. For example, in the past, major shareholders had a higher level of access to quarterly financials and transcripts of shareholder meetings; today, publicly-held companies are required by law to make that information generally accessible, generally by posting it on the company web site. To their credit, most companies have stepped up to the plate and have gone to great lengths to make this sort of information more transparent.

But FedEx hasn't been keen on talking about its payroll tax liabilities with its shareholders, and very few realize that not only will FedEx be held liable for well over a hundred million in payroll taxes, they could also still be held

liable for the demise of Hamilton Taft and Company. In fact, whenever a lawsuit is filed against a publicly-held company, and that lawsuit has the potential of having material financial consequences, the board must notify shareholders. And further, SEC rules state that the public must also be notified. And while one may argue that the driver lawsuits have become common knowledge, FedEx's duplicity regarding Hamilton Taft--and its potential liability--has been swept under the rug. FedEx's 2006 annual report contains several very nice photographs of people at work, trucks and airplanes, and exotic destinations, but says absolutely nothing about the liabilities the company may face.

At the time FedEx was acquiring Kinko's, the law firm representing Kinko's, Piper Rudnick, knew of the potential liability FedEx faced due to Hamilton Taft, yet FedEx made

no disclosures to the public or to the shareholders who would be materially affected. Here's the connection: In 2003, Armstrong contacted former congressman Dick Arney, through one of his associates, Ms. Jean Campbell. Although Arney was reluctant to become involved in anything political at the time due to having just left Congress, Ms. Campbell, a government liaison for the law firm of Piper Rudnick, agreed to meet with Armstrong. Ms. Campbell stated that she would need to check for any potential conflicts with FedEx before agreeing to help Armstrong, and then she came to the prison to meet with him in September 2003. After a lengthy meeting, Ms. Campbell took with her many of the materials Armstrong had received under the Freedom of Information Act, and began discussing a strategy to bring in political power to help Armstrong. In January 2004, Armstrong received a short letter from Piper Rudnick, informing him that they would not be able to represent him any longer because FedEx had purchased Kinko's.

Interestingly, Kinko's had been one of Piper Rudnick's biggest clients, and it would have been unlikely that they would have been unaware of any potential acquisition by FedEx at the time they were meeting with Armstrong. The question is, since Piper Rudnick had represented to Armstrong that there was a potential liability to Hamilton Taft on the part of FedEx, did Piper Rudnick discuss this with their client? FedEx knew from the beginning that they could face liability for shuttering Hamilton Taft, and may well have been aware that Armstrong was planning to pursue legal action against them to hold them accountable.

The Government and FedEx

FedEx has been up front about the fact that it works closely with the government, specifically turning themselves into a

continued on page 32

Ontario Airport...

continued from page 26

open with the start of new service by United Airlines on June 7, 2007. United will provide regional jet service to San Francisco International Airport (SFO). The effort to initiate commercial service received a boost from a \$900,000 small community air service grant from the U.S. Department of Transportation, enabling the City of Palmdale to provide incentives for scheduled service at PMD. Under the small community program, LAWA was also allowed to contribute an additional \$1,000,000 to help support the startup period for United's service.

"Until now, LA/Palmdale had been the Antelope Valley's field of dreams, but today's historic development means that jet service is about to become reality at PMD," Villaraigosa said.

He added that, "The twin actions will jumpstart our aggressive growth plans for LA's regional airports and ensure that LAX will no longer have to carry the burden of meeting a greater-than-necessary share of region's demand for air service."

The City of Los Angeles and LAWA will aggressively support both airports with unprecedented marketing, advertising and outreach programs designed to ensure their long-term success.

The ONT marketing efforts will focus on attracting travelers throughout North America to use the airport.

The PMD focus will be on creating awareness among the large aerospace companies, U.S. Air Force and Palmdale residents that the airport is open and ready to serve the rapidly growing population in the LA Basin's Antelope Valley.

ONT and PMD are owned and operated by Los Angeles World Airports (LAWA), a City of Los Angeles agency that also operates Los Angeles International (LAX) and Van Nuys (VNY) airports.

PVHMC...

continued from page 15

The award winning, nationally renowned heart and vascular center, became Pomona Valley Hospital Medical Center's first recognized Center's of Excellence in 1986. Stead Heart and Vascular Center provides comprehensive cardiovascular services through wellness and prevention, diagnostic, interventional, and surgical care. In addition to cardiothoracic surgery, catheterization and electrophysiology, the center also offers vascular surgery, diagnostic vascular studies, interventional radiology, and rehabilitation and health exercise programs. In 2006, the center became the first designated heart and vascular center in the region and has a long history of quality outcomes and technological advancements.

Pomona Valley Hospital Medical Center is a 446-bed, not-for-profit, acute care, teaching hospital serving Eastern Los Angeles and Western San Bernardino counties. Staffed by more than 600 physicians, 2,400 employees and 800 volunteers, the hospital offers a comprehensive mix of medical services, including Centers of Excellence in Cancer, Heart and Vascular, and Women's health. Founded in 1903, PVHMC is accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

PVHMC is one of only 277 hospitals in the county to be named a recipient of HealthGrades® 2006 Distinguished Hospital Award for Clinical Excellence, and is ranked among the top five percent in the nation for clinical excellence. The hospital has also been recognized as a Benchmark Hospital by Solucient® for earning the 100 Top Hospital designation four times in the list's 11-year history. PVHMC is one of only two California hospitals to earn this Benchmark designation, and no other California hospital

continued from page 35

continued from page 35

Business & Liability Insurance Agencies Serving the I.E.

Ranked by Value Premiums Written 2006

continued on pg. 39

Company Name Address City, State, Zip	\$ Value Premiums Written I.E. 2006	Number Premiums Written I.E. 2006	# Licenced Agents I.E. # Employees I.E.	Coverage Offered	Headquarters Year Established I.E.	Top Local Executive Title Phone/Fax E-Mail Address
1. Hub International of California Financial Services, Inc 4371 Latham St. Riverside, CA 92501	\$357 Million	15,000	83 115	Commercial Property & Liability, Workers' Compensation, Personal Auto & Homeowner, Group Life & Health	Chicago 1988	Roy H. Taylor President (951)788-8500/(951)788-8502 www.hubinternational.com
2. Talbot Insurance and Fin. Svcs., Inc. 4371 Latham St., Ste. 101 Riverside, CA 92501	\$183 Million	WND	76 138	Business Insurance, Personal Insurance, Employee Benefits, Life, Health	Albuquerque, NM 1981	Roy H. Taylor President (951) 779-8515/788-2536
3. Austin, Cooper & Price 2131 Elks Dr. Ste 200 San Bernardino, CA 92404	\$163 Million	2500	46 56	Workers' Compensation, General Liability, Business Insurance, Employee Benefits, Bonds, Personal Insurance	Newport Beach 1926	Chuck Shanklin Vice President/Sales Mgr. (909) 886-9861/886-2013 acp@acpinsurance.com
4. Hamilton Brewart Insurance Agency 1282 W. Arrow Hwy. Upland, CA 91786	\$110 Million	2000	17 100	Commercial Property & Liability, Workers' Compensation, Personal Auto & Homeowner, Group Life & Health	Upland 1976	Derek Brewart President (909) 981-5210/985-3448 derek@hamiltonbrewart.com
5. Orion Risk Management 2880 Wardlow Circle Ste 250 Corona, Ca 92880	\$108 million	600	19 25	Lloyds, Hartford, Travelers	Corona 2001	Lawrence Brown President (951)736-9477/(951)736-9478 www.orionrisk.com
6. Cumbre Insurance Services 3333 Concoours Ste 5100 Ontario, CA 91764	\$48 Million	1,750	18 13	Property & Casualty, Workers' Compensation, Commercial Lines, Personal Insurance	Ontario 1986	Ruben Meding President/CEO (909)484-2456/(909)484-2491 www.cumbreinc.com
7. Amorelli, Rosemann & Assoc. Ins. Svcs. 441 N. Central Ave. Upland, CA 91786	\$31 Million	WND	8 25	Property & Casualty, Workers' Compensation, Commercial Lines, Personal Insurance	Upland 1987	Ed Rosemann Principal (909) 981-5806/982-4791 edrosemann@arainsurance.com
8. Kessler Alair Insurance Services, Inc. 2335 W. Foothill Blvd Ste. 1 Upland, CA 91786	\$23.5 Million	19,950	28 6	Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits & Personal Lines	Upland 1923	Charles B. Kessler President (909)931-1500/(909)932-2134 www.kessleralair.com
9. Davis & Graeber Ins. Services, Inc. 470 E. Highland Ave. Redlands, CA 92373	\$21.8 Million	WND	36 42	Packages, Auto, Workers Compensation, Excess Liability, Surety, Benefits & Personal Lines	Redlands 1949	Peter M. Davis CEO (909) 793-2373/798-6983 pdavis@davisandgraeber.com
10. ISU Insurance Services- ARMAC Agency 17177 Yuma St Victorville, CA 92395	\$20 Million	10,000	15 5	Workers' Compensation, General Liability, Business Insurance, Employee Benefits, Bonds, Personal Insurance	Victorville 1974	John Armstrong CEO (760)241-7900/(760)241-1467 www.isuarmac.com
11. Unickel & Associates Insurance Agency 1737 Orange Tree Ln. Redlands, CA 92374	\$14 Million	WND	4 9	Commercial, Personal, Life, Health, Bonds, All Insurance Coverages Offered	Redlands 1940	Burt Gross President (909) 793-6810/798-3959 unickelins@aol.com
12. Raintree Insurance Agency, Inc. 2037 N. "D" St. San Bernardino, CA 92405	\$7.5 Million	N/A	17 23	Commercial Insurance, Workers' Comp, Personal Lines, Life, Group Health	San Bernardino 1923	Holly A. Fietsch President (909) 881-2654/886-3558
13. Dan Smith Insurance Agency, Inc. 14950 Circle Dr. Victorville, CA 92395	\$5 Million	4,500	7 14	Auto, Home, Business, Commercial, Rental, Motorcycle, Boats, Bonds, Life, Medical/Dental, Long-Term Care	Victorville 1917	Margy Smith Owner/CEO (760) 245-5344/241-3567 jack.betterley@dansmithins.com
14. Hann Insurance Agency 57380 29 Palms Hwy. Yucca Valley, CA 92284	\$2.3 Million	WND	4 4	Property, Casualty, Life	Yucca Valley 1977	Gary D. Hann Owner (760) 365-9744/365-2669 mail@hanninsurance.com
15. Joseph Insurance Service 3694 Sunnyside Dr. Riverside, CA 92506	\$2,046,000	1400	4 1	Personal Lines	Riverside 1981	Cheryl Joseph Owner (951) 683-0777/682-2788
16. Raphael John Joseph Insurance Services 3694 Sunnyside Dr. Riverside, CA 92506	\$2 Million	WND	3 2	Personal Lines Insurance, All Lines	Riverside 1981	Cheryl Joseph Owner (951) 683-0777/682-2788 rjns@hotmail.com

N/A = Not Applicable WND - Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Robin Powers. Copyright IEBJ.



EMPIRE IMAGING SOURCE

Best Price ★ Highest Quality

**INK / TONER CARTRIDGES
PRINTER REPAIRS**

All Major Brand ★ Inkjet / Laser Printer

Free Pick-Up & Delivery

Arrow Rte Business Center Dr	Archibald	9605 Business Center Dr / Ste. N Rancho Cucamonga, CA 91730 Toll-Free (866) GOT-TONER Local (909) 948-8663 Fax (909) 948-8610
---------------------------------	-----------	---



» A DIVISION OF ALL COUNTIES COURIER

messengerclub

Southern California's
► Business-to-Business Mail Specialists

**What are you waiting for?
Spending too much time on delivery issues?**

Let **Messenger Club** design a custom delivery solution—just for you! For your company's needs.

► **SERVICES INCLUDE:**

- Same Day Delivery
- Next Day Delivery
- Custom Delivery Systems
- Specials Service
- Inter Company Bag Exchanges
- Parcel Delivery



► **BENEFITS/FEATURES**

- One zone pricing throughout Southern California.
- Flexible pick-up times as late as 7:00 p.m.
- Guaranteed delivery times as early as 10:30 a.m.
- Real-time e-mail confirmations.
- Online order entry & tracking with personalized address books.
- Customized reporting and billing options.
- Volume discounts available.

►► Call: 800.413.0911

Or visit www.messengerclub.com to start your Messenger Club service!

Time Management: It's Not About Checklists and Quadrants, It's About Your Boss

By Vince Thompson

For years we've heard that time management is about quadrants, action items, and prioritizing tasks. In fact, go to just about any time management seminar, and the trainer will spend lots of time showing you how to analyze your calendar, log your time spent in activities, plan your workweek, etc.

And at such a seminar you'll likely realize that you do indeed spend too much time on e-mail, on the phone, and on urgent activities (fire fighting). So you'll plan your calendar better, define your activities in quadrants, and prioritize your workload. But then the trainer leaves, and within a week you fall right back into your place on the treadmill.

Why does this happen? Because no matter what your actual job is, you likely tend to do those things that you think your boss expects you to do. So even though an important part of your job may be to write business plans, you know that your boss also expects you to answer her e-mails within 15 minutes or to be available on Instant Messenger. Your boss expects you to pick up the phone when needed and to help senior management deal with those last minute emergencies. Very often, these expectations come before the important tasks you need to do. And while communication and helping senior management is important, if you're truly going to have the time to spend on tasks that move the company forward, then you're going to need to gain more power over your schedule and apply it to your day.

Rather than reel with interruption after interruption, you need to have a conversation with your boss about the various activities you are expected to do. The

purpose of this dialogue is for both of you to reach agreement on what success is. Then, you must constantly manage expectations.

Manage Your Manager, Not Your Time

In order to take back your time, your life, and your career, you need to step into the realm of managing your manager, thereby altering their expectations related to your time. The goal is to achieve complete alignment between what your boss wants and perhaps needs you to do and what you believe you really should do. Here's how you do it:

1. Analyze your bosses' needs.

You need to know what your bosses expect of themselves and what your boss's boss expects of him. What goals do your bosses have? What can you do to help them be more successful?

Unfortunately, a lot of people in business assume that "meeting the boss's needs" means doing exactly what the boss wants them to do--accepting the boss's vision and direction wholesale. Wrong! This assumption is a little too simplistic and dangerous. It sets the stage for aligning one's lips with their boss's backsides rather than meeting the needs that'll actually make a difference.

Real "managing upward" demands a more serious and subtle analysis of human needs, which starts with the realization that needs come in two forms--explicit needs and implicit needs.

Explicit needs are easier to understand. They may be stated in the strategic plan diffused by the company or the division, or they may be announced by your boss whenever the team gets

together for the all-too-often strategy session. They may sound something like this:

• "We need to expand our business internationally."

• "We need to create a shipping policy that will save us some money."

• "We need to commerce-enable our Web site."

Implicit needs are more subtle. People don't talk about them. Sometimes they're not even aware of them. Most of the time they are things that people would deny if confronted with them. They sound like this:

• "Make me look good in front of my boss so that when he gets kicked upstairs he'll recommend me for his job."

• "Help me demonstrate my creativity by coming up with some ideas for next year's marketing campaign that I can tweak a little and take on as my own."

• "Help me feel more like a leader and less like the kid who was always picked last in the schoolyard basketball games."

While explicit needs tend to run a linear path, implicit needs tend to be random, triggered by emotion and circumstance. And although you will never actually talk to your boss about his or her implicit needs, it's a fun exercise to sit down with a sheet of paper and try listing your boss's implicit needs. Paying attention to implicit needs is serious, as these often drive the issues that'll keep us up at night. From the first day you meet your new boss through the last day you work together, devote enough of your time and thinking to really understanding

your boss's implicit needs. Then spend time on the needs that you can feel good about supporting to further your company's interest as well as your boss's career.

2. Adopt a Management Value Added mindset.

The concept of Management Value Added (MVA) is based on a simple question that you should ask whenever you're making a decision about how to invest your time and energy: "What value does management add?"

One way to start using the concept of MVA is by sitting down with your boss to discuss his or her explicit needs (the ones written down as part of the company's strategy or the division's official mandate). It shouldn't take long for the two of you to agree on what they are and to prioritize them appropriately. Then ask your boss, "How do you feel I can add the most value?" If your boss responds, "Huh?" you can flesh out the question with additional questions like these:

• "What are the activities I am engaged in when I am contributing the most?"

• "What are the activities that you and the company most need me to do?"

• "What do you consider to be the best and most productive use of my time?"

• "What do you think is the special contribution that I am best positioned to offer to you and the company?"

• "Of all the things that I'm engaged in on behalf of this company, what are the three areas where you believe that I can contribute the most?"

Listen carefully to your boss's
continued on page 32

Management In Print "Crunch Point: The 21 Points to Succeeding When It Matters Most,"

by Brian Tracy; AMACOM,
New York, New York;
2007; 116 pages; \$17.95.

According to author Brian Tracy, who makes his living as a speaker and a "success consultant" for business, most individuals and organizations have a crisis point about once a quarter during the year. Each of these crises, or "crunch points," has the potential for putting you or your business against the wall, with your emotional or financial success hanging in the balance.

It makes little difference whether your business is very small or the size of Ford Motor Company. If you fail to deal quickly and effectively with the crunch points, they have the potential to place both you and your organization in jeopardy. Responding quickly seems clear enough, but the heart of the matter lies in understanding what "effectively" means. Author Tracy offers one method to understanding effectiveness. As he puts it...

"The key to performing at your best during the crunch times of your life is for you to focus single-mindedly on the solutions rather than the problems. The more you think about possible solutions, the more solutions will occur to you -- and the better they will be. The more you think about solutions rather than the problems, the more positive, focused, and creative you will become. The more you think about specific actions you can take, the more in control you will be."

Among the so-called "21 Secrets" are: "Stay Calm, Dare to Go Forward, Be Confident in Your Abilities, Concentrate on Priorities, Close More Sales, and Generate Cash Flow." These are hardly secrets, and, in one form or another, many of them were written on clay tablets or papyrus about 3,000 years ago. The fact that these are truisms hoary with age doesn't detract from the author's advice, though if these thoughts were all that the author provided, it would subtract from the book's value.

Fortunately, the author briefly summarizes some vital steps to help focus the reader's thinking about solutions. Some elements are quite specific and excellent reminders. Others are a bit too general to offer much real help. For example, in the chapter titled, "Focus on Key Area Results," the author offers eight good points to stimulate problem solving. Unfortunately, under "Crunch Point Actions" in the same chapter these are summarized as:

"1. Determine your most important and profitable products, services, and activities and focus your time and energy on them.
"2. Determine your most important customers, markets, and selling methods and dedicate 80 percent of your time and money on maximizing your results with them."

That kind information is a bit too general, even for a summary. On the other hand, one of the most valuable features of Tracy's book is going over ground that is well-plowed, but easily forgotten. One example of this is in the chapter titled, "Care for your Customers." The author states:

"Customers always want to know the answers to two basic questions with regard to your product or service. First, 'Why should I buy this product or service at all?' and, second, 'Why should I buy it from you?' You must be able to answer these questions in the first 30 seconds of your sales conversation or meeting with the customer."

Let's face it! There is (and should be) a certain natural suspicion toward any book whose sub-title implies that it offers secret approaches to business management. The approaches offered by author Brian Tracy was old news when the Roman Empire was young. The value of Tracy's book rests on two pillars. First, the ideas presented are well and concisely addressed. Second, if you are one of the business owners or executives facing a crunch point, there is reassurance in learning that you are not the first to face a business crisis, and that there are ways out of the problems you face if you address them with dedication, imagination, and persistence. In the long run, the book is worth the price of the assurance you need.

-- 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.

1. "The Long Tail: Why the Future of Business Is Selling Less of More," by Chris Anderson (Hyperion...\$24.95) (1)* Why a growing number of products are generating unending sales.
2. "Freakonomics: A Rogue Economist Explores the Hidden Side of Everything," by Steven D. Levitt (HarperCollins...\$25.95) (2) Why you shouldn't accept the official version of anything.
3. "Jim Cramer's Mad Money Handbook," by James J. Cramer with Cliff Mason (Simon & Schuster...\$25.00) (6) Wall Street's angry man diversifies from TV to more books.
4. "Death by Meeting: A Leadership Fable About Solving the Most Painful Problem in Business," by Patrick Lencioni (John Wiley & Sons...\$22.95) (3) Why meetings should have a purpose beyond getting together.
5. "Jeffrey Gitomer's Little Red Book of Sales Answers," by Jeffrey Gitomer (Pearson Education...\$19.99) (4) Sales guru offers answers to sales questions.
6. "The Five Dysfunctions of A Team: A Leadership Fable," by Patrick M. Lencioni (John Wiley & Sons...\$22.95) (7) Common problems that prevent teams from working together.
7. "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.
8. "Good to Great," by Jim Collins (HarperCollins...\$27.50) (10) Climbing the steps from being good to being great.
9. "Crucial Conversations: Tools for Talking When Stakes Are High," by Kerry Patterson, Joseph Grenny, Al Switzler, & Ron McMillan (McGraw-Hill...\$16.95) (8) Why open discussions in difficult situations are essential.
10. "Execution: The Discipline of Getting Things Done," by Larry Bossidy & Ram Charan...(Crown Publishing...\$27.50)(9) The key to transforming dreams into reality.

* (1) -- 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.

Corporate Scandal...

continued from page 27

government asset for spying on the American public without warrants. Naturally, this makes them a valuable resource worth protecting. When the Hamilton Taft "whistle blower" struck out with the FBI and the IRS, he appealed to Congresswoman Nancy Pelosi, who saw fit to protect the shipper, and orchestrate a trial by media in conjunction with *The Wall Street Journal*.

Interestingly, Armstrong had been approached by attorney Gare Smith of the Washington law firm of Foley Hoag in October 2004 in an unsolicited request to represent him; Smith has worked closely with Pelosi in the past on several liberal issues. One may speculate that Pelosi had sent in Smith to get information and make sure Armstrong stays behind bars as long as possible.

Here are just a few examples of how Federal Express functions as a de facto arm of the American government: *The Wall Street Journal* disclosed in 2005 that FedEx's information technology plays a major role in the government's hunt for terrorists; the company has opened up portions of its customer database to government officials, who cross-reference shipper's names, addresses, and credit card information with data in their own databases.

In short, FedEx, though a private corporation, functions in many respects as an arm of the federal government, often circumventing due process and constitutional protections against unlawful search. FedEx needed for its mistakes--the fact that they pushed to have Hamilton Taft shut down improperly--to be hidden, and the American government complied.

Placing a Revolving Door on the Law

Hamilton Taft and Company was illegally put into involuntary bankruptcy, and there are several areas that show where the courts, mostly at the urging of FedEx,

continued on page 37

of cooperation is not advertised, and most customers aren't aware of it. For example, while the U.S. Postal Service has strict regulations about inspecting packages, FedEx has no such regulations governing it, and whenever you ship a package via FedEx, you automatically consent to having the contents of your package inspected without a warrant. The Journal notes that this is a legal "gray zone" that has never been tested in the courtroom, and according to an analyst interviewed for the story, such relationships could undermine privacy laws that are currently in place. Interestingly, last year FedEx signed an \$8 billion deal with the U.S. Postal Service, in which FedEx carries large quantities of U.S. Postal Service Priority, Express, and First-Class mail. When one sends a package via the U.S. Postal Service, one assumes a certain level of privacy exists; but when that mail falls into the hands of FedEx, that constitutional right to privacy disappears. One may assume, understanding FedEx's level of cooperation and information sharing with the government, that this has become standard practice among all shippers. Nothing could be further from the truth, and other shippers, including UPS, have consistently refused to grant the same level of access without court order.

In short, FedEx, though a private corporation, functions in many respects as an arm of the federal government, often circumventing due process and constitutional protections against unlawful search. FedEx needed for its mistakes--the fact that they pushed to have Hamilton Taft shut down improperly--to be hidden, and the American government complied.

Managing...

continued from page 20

behaviors and results. Then when your employees move the business forward in the right ways, reward them. Give them public and private recognition, awards, bonuses, pay increases, and promotions. Rewarding the successful application of talent is critical to managing the talent pipeline.

REENERGIZE the right stuff to retain top talent.

"I'm dying on the vine here."

Tom was the vice-president of the business unit and earning over \$220,000 per year, and yet he felt unimportant. He felt his professional growth had come to a standstill. He said, "Dan, I'm dying on the vine here. No one is looking out for my growth or my future. I'm going to start looking around for another job."

If you want to keep your best business talent, make sure they constantly grow as individuals. Provide hands on coaching, internal mentoring, outside education sessions, and mounds of real-world experience to strengthen the skills of your employees. Create an environment that encourages people to show what they're passionate about.

Emotionally, not physically, embrace your employees every day.

Let talented people know

Time Management...

continued from page 30

answers. Using them as a guide, you can begin to understand exactly how your boss views your contributions. It's quite likely that the way he or she measures your value is different from the way you might measure it.

3. Implement what you learn.

You can use the information your boss shares with you to help you determine how to spend your

time, which projects to support, and which meetings to attend. So if your boss replies, for example, that your most important areas of contribution are your ability to

- 1) hire, nurture, and guide talent;
- 2) build capacity; and
- 3) stay close to the customers, then before committing to any new activity, you can ask yourself, "Will this activity help me achieve my priorities? Will it help me put the right people in the right jobs? Will it help me build capability? Will it help me know and connect with our cus-

continued on page 33

Time Management...

continued from page 32

tomers?" If the answer is no, avoid the activity--even if it sounds otherwise interesting, appealing, or fun.

Abiding by the MVA concept helps you maintain a focus on the things that matter while earning the support of those you serve. Then, when your boss or someone else in the organization asks you to commit time or energy to an area that falls outside of the MVA priorities you've established, you can talk to your boss about how the new commitment may affect your main goals and reach a joint decision as to whether a shift in priorities is warranted. Each time you and your boss are out of alignment, you have an opportunity to further understand your boss's needs and goals. Expect this

approach to help you remove many useless meetings from your agenda, but also realize that sometimes, often as a result of implicit needs, you'll be required to go along for the ride.

Manage Your Future for Success

When you follow this process and gain agreement, you'll have a clearer understanding of where your focus should be each day. With clear focus comes a renewed sense of purpose, because you're now spending your time on what truly matters--both to you and to your boss. And when everyone's needs are being met in a way that supports the company's vision, the result is a more productive and happier work environment.

For more information, please contact: www.beignited.com.

Restaurant Review...

continued from page 36

and not know that the sushi bar is over in the corner past the meet-

ing room on the far right hand side. Maybe better signage would help.

Then there is Omokase at the southwest corner of Foothill and Haven in Rancho Cucamonga.

2008 **BOOK OF 2008**
OF
LISTS

GET A JUMP ON YOUR COMPETITION...
secure your space in the Inland Empire's premier reference tool
TODAY.

Sponsorship Packages...\$6,000
Full Page...\$3,750 • Half Page...\$2,750

For details, contact your account manager at
(909) 483-4700

Inland Empire Business Journal

EXECUTIVE NOTES

continued from page 14

also featured. The facility, designed by **Douglas Frederickson** of Phoenix, is scheduled to open in November of 2007. The new clubhouse is part of the \$55 million golf resort renovation, which includes two 18-hole golf courses and practice facilities. Team members include **Tim Wassil**, City of Indian Wells Public Works Director as well as **Douglas Fredrickson** and **Jim Harrison** from **Douglas Fredrikson Architects**. Barnhart team members include **Layne Arthur**, **Mark Chappell**, **Glen Farlow**, **Owen Whiteman**, **Jeff Pickles** and **Shari Lacy**.....**Linda Haugan**, assistant county admin-

istrator for human services, announced the appointment of **DeAnna Avey-Motikeit** as director of the **Department of Children's Services (DCS)**. **Avey-Motikeit** replaced **Cathy Cimbalo** who is retiring March 15 after dedicating 32 years to **DCS**. **Avey-Motikeit** began her career with San Bernardino County in 1988 as a Children's Services social worker and has held leadership positions in a variety of human services departments, including deputy director of Aging and Adult Services. **Avey-Motikeit** left her position as assistant director with the **Department of Behavioral Health** to head **DCS** on Feb. 19.

bean-like thing that actually has soybeans inside. **Kamiyama** serves them fresh and raw. **Omokase** serves them steamed with salt. Both styles have their own fans.

I have indicated before that my taste for sushi has been growing as well qualified locations continue to pop up and contribute to the local dining experience. There are enough now that everyone is able to choose their favorite. Ontario Mayor Paul Leon, at a chamber lunch recently, announced that his favorite is the **Toro Sushi & Grill**, newly opened in his city's Gateway Center at Sixth and Mountain. Of course, Mayor Leon is more acquainted with luncheon chicken and besides, he's a politician, not a critic.

Let him get his own column.

Kamiyama is located inside the Market Broiler at Ontario Mills Mall, 4553 East Mills Circle, Ontario. (909) 373-4013. Omokase is at Foothill and Haven. 8220 Haven Ave. #102, Rancho Cucamonga CA (909) 941-4111.

Both restaurants, in fact, most sushi bars start you off with a bowl of edamame. That's a string

Sales...

continued from page 27

n't be talking, you should be asking!

3. Waiting for Your Phone to Ring

The people who call you are often "price shoppers" and not your best prospects. People who are your best prospects aren't calling, because your competitors are calling on them! To attract the most desirable and most profitable business, most professional services providers need a program of outreach to the prospective clients they could best serve. Such a program needs to be discreet and tasteful, and it needs to generate interest in your firm.

The cornerstone of such a program is positioning. You need to develop a positioning statement that contains the most powerful, provocative messages about your firm that you could hope to get into the minds of your best prospects. There are typically four to six messages in a positioning statement, and the entire thing should fit on half a sheet of paper. If you haven't worked to hone those four to six messages, and if you and your colleagues don't agree on what your messages are, you're probably all saying different things and thus making no impact. In fact you're likely saying pretty much what your competitors are saying, so there's no competitive differentiation. Undertake a strategy session to hone the messages and deliver them consistently!

Cultivate your curiosity about what's really working now in business development. Learn the new skills, and challenge yourself to abandon out-of-date approaches that move your best prospects further away from you, rather than closer. And reap the rewards!

For more information, please contact Lenann at Lenann@YouCanSell.com or at 505.828.1788.

Web Platform...

continued from page 6

Helen Murphy, vice president of operations for AmeriChinaB2B in Hudson, MA and a native of China, and now a U.S. citizen, daily coordinates the technical part of the web platform and the organization operation of the company, out of the Boston office.

"We try to insure that all locations are connected, and we meet weekly by Internet conference," Murphy said. "Product-building partnership relations, marketing and sales strategies, promotion and publicity that are all handled in separate locations are reviewed here in the U.S. and in China."

Additionally, Murphy sees AmeriChinaB2B being located across many U.S. states as a significant plus, especially since it can connect so easily to local U.S. businesses. Most Internet marketing platforms are foreign run and operated. The AmeriChinaB2B is American based, American run. "American companies would rather work with other American companies," she added.

Letter to the Editor...

continued from page 39

personnel across the country will be confronted with. Will they be trained in the scenarios they'll have to face? Will they know which agency, in more than 100 countries, they will have to contact for verification - and how to do it? How long will it take to obtain verification, how much will it cost, and who will pay for it? How will verification be obtained from countries like Libya where we once had a sizeable military presence - but with whom we no longer even have diplomatic relations? Or countries that no longer exist - like Yugoslavia?

These are questions that need to be answered.

Winter Park...

continued from page 43

kets as the musher guides the sled along the 45 minutes trail run. I was pleasantly surprised (and most of all relieved) to confirm that even when a squirrel passed along the side of our trail, the dogs obediently stayed on the trail - resisting a much-desired game of chase between the trees. There are also tours in which you can learn how to mush yourself, as well as the "twilight ride." The twilight ride is offered three days a month around the full moon and includes dinner and a bonfire at the trailhead.

tubing and Ice Skating at Snow Mountain Ranch/YMCA of the Rockies:

Popular with large church and school groups, the YMCA seems to be a bit of a secret to those visiting the area. For just \$10, you can tube all day. Add another \$5 and you can ice skate - ice skate rentals included. We had a blast building jump ramps on the tube park (not sure if it's encouraged, but it wasn't stopped), and my son joined the kids from the local church group for a game of ice hockey (quite impressive given that it was his first time on skates). The views are great and you can watch the cross-country skiers make their way along the nearby trails. Pack a lunch and make a day of it!

Where to Stay: Zephyr Mountain Lodge offers slope-side accommodations. This is the closest lodging to the mountain. Call 800-979-0332. **Dog Sled Rides at Winter Park Tele:** 970-726-8326. **Website:** www.dogsledrides.com/winterpark. **tubing & Ice Skating:** No reservations required. Entrance is 12 miles past Winter Park on the west side of the US 40. **Snowcat Tours & Charlift Ride to the Lodge at Sunspot:** Advance Tour Reservation & Information: 800-729-7907. **Day-of-tour tickets:** visit GuestServicesinsideBalconyHouse.com. **Special-Occasion Dinners at the Lodge at Sunspot:** Tele: 970-726-1446.

Snowcat Tours:

For those that don't ski or board (or even for those that do), a tour on a heated 13-passenger snowcat provides a great way to enjoy the mountain views and learn about the history of the Winter Park Resort. Our guide was knowledgeable, friendly and a great driver (winding through the narrow trails, sometimes in reverse)! Also note that non-skiers can take a chairlift ride to the Lodge at Sunspot, which is great for meeting the family for lunch on the mountain.

Dinner at the Lodge at Sunspot:

The Lodge at Sunspot sits 10,700 feet atop the mountain and has both an upscale cafeteria and a formal dining area that usually only serves lunch. However, for special occasions (in our case it was Valentine's Day) the formal dining room is open for dinner. We were the first up the mountain and had a great table by the window, providing views of city lights below. Check schedule and availability prior to booking your vacation.

My family had four days of skiing mixed with a variety of winter activities. Although we were simply out of time, if we had just a few more days, we would have ventured to try cross-country skiing, a snowmobile tour or even snowshoeing. The snow was great and the winter activities plentiful. The "secret" of Winter Park will soon be spreading beyond the snowy borders of Colorado. If I had the funds, I would look at investing in a vacation home (I heard the summers are even more beautiful than the winters), as I really believe that Winter Park is one of the last undeveloped resorts. But come visit the resort and "see for yourself." Just don't tell too many people about it...maybe by the next phase of condos I'll have enough saved!

Where to Stay: Zephyr Mountain Lodge offers slope-side accommodations. This is the closest lodging to the mountain. Call 800-979-0332. **Dog Sled Rides at Winter Park Tele:** 970-726-8326. **Website:** www.dogsledrides.com/winterpark. **tubing & Ice Skating:** No reservations required. Entrance is 12 miles past Winter Park on the west side of the US 40. **Snowcat Tours & Charlift Ride to the Lodge at Sunspot:** Advance Tour Reservation & Information: 800-729-7907. **Day-of-tour tickets:** visit GuestServicesinsideBalconyHouse.com. **Special-Occasion Dinners at the Lodge at Sunspot:** Tele: 970-726-1446.

Deal or No Deal...

continued from page 5

utilizing a written clear set of criteria, and then weighing solution alternatives against the criteria, can make the process more accurate.

4. Come up with a list of possible solutions. All too often decision makers will stop at the first solution. Develop a list of possible solutions - even zany, off-the-wall ideas. By developing a list of solutions, the ability for creative problem solving increases. Further analysis is completed by reevaluating the solutions for the best alternative or process that would solve the problem.

No Deal: Decision Making Warnings

1. Emotional decisions. Emotions often override our better judgment and ability to make sound decisions. When a situation triggers an emotion, need, or temptation, we will very often make a bad decision. The sports stars clearly demonstrate how emotion can lead to bad decision-making. There was one top basketball player making millions a year in salary and endorsements. He had a beautiful wife and new baby --- and was one of the most respected athletes of the day. His emotional decision to have sex with another woman, regardless of consent, put everything at risk. On the court this player was emotionally, mentally, and physically prepared. Off the court, he made a thoughtless, emotional, poor choice.

2. Time-pressure decisions. Time pressure or clock crunching leads to faulty decision-making and bad choices. Time restraints puts added stress on the decision-maker, and often times force the manager to make a judgment based on incomplete analysis. When a quick decision needs to be made, it is often a bad choice.

3. Overconfidence. While confidence is good in many situations, having too much confidence can work against you when it comes to making good decisions.

The overconfident person feels that if his or her actions will influence a situation and the outcome will be positive, then the resulting outcome will be judged as overly high. Many times people are blinded to alternatives and other points of view because of overconfidence bias. This type of individual is often surprised to learn that their probability judgments are incorrect and their ability to accurately predict outcomes is unrealistic.

4. Reluctance to ignore invested costs (sunk cost bias). The fear of wasting money and time invested in a project often prevents us from looking at the project objectively. Managers will often ignore the problem or progress of a project. As VP, you have sunk \$500,000 into a project that is not delivering on its promises. Choice one: you scrape the project and start again. Choice two: you sink additional money, time and company resources, hoping that the project will deliver. In most cases, because of sunk cost bias, choice two is the road that is followed. In hindsight you knew the project was doomed for failure. On paper this appears to be a foolish mistake---however, this scenario is all too real.

Shall we flip a coin?

Making sound decisions is more than using luck or common sense. Utilizing a systematic process of analysis for decisions enables decision-makers to make more informed choices. The important point is not to push one particular method for problem identification and analysis, but rather to encourage the use of decision-making tools for making better decisions.

For more information, please visit: www.breakingboundaries.com or call 866-91-COACH.

PVHMC...

continued from page 28

has earned the 100 Top Hospital designation more than four times.

Computers/Technology...

continued from page 18

able, modifiable, duplicatable, reliable or simply accessible, while it is still marketable.

The "open source" label came out of a strategy session held in Palo Alto in reaction to Netscape's January 1998 announcement of a source code release for Navigator (as Mozilla). They used the opportunity before the release of Navigator's source code to clarify a potential confusion caused by the ambiguity of the word "free" in English. The Free Software Foundation (FSF) started in 1985, intended the word "free" to mean "free as in free speech" and not "free, as in free beer." Since a great deal of free software already was (and still is) free of charge, such free software became associated with zero cost, which seemed anti-commercial.

Thus it was that any numbers of people in attendance were freelance computer code writers who generate their own programming. It beats the heck out of paying for Vista.

Meanwhile, back at UCR, Professor Qing Jiang is developing a computer that boots up immediately on powering up, that writes data directly onto its hard drive, making saving a thing of the past.

In fact, Jiang, a professor of

mechanical engineering at the Bourns College of Engineering, home to the new Altix 4700, is designing the building blocks for this type of memory device using telescoping carbon nanotubes as high-speed, low power microswitches.


The design would allow the use of these binary or three-stage switches to become part of molecular-scale computers. Jiang, and co-author Jeong Won Kang, have published an article outlining this design, titled "Electrostatically telescoping nanotube nonvolatile memory device," online in January by the Institute of Physics. The article should be out in print in the March 7 edition of the journal *Nanotechnology*.

Deceptively simple, the design involves inserting one hollow nanotube, closed at both ends, into a slightly larger one, open at both ends, creating a telescoping motion using an electrostatic charge. That contact between the nanotube and the electrodes creates a conduction pathway with three possible positions.

Unix, which is similar to Linux, is the base of the relatively new Mac OS X platform. The chances of Apple converting to open source Linux in the near future though seem slim. The 512-terabyte computer, however, will probably be small enough for your desktop in another decade or so.

That's progress.

THE INLAND EMPIRE CHAPTER
OF THE JUVENILE DIABETES RESEARCH FOUNDATION
REQUESTS THE HONOR OF YOUR COMPANY
AT OUR 2007 GALA.



WE ARE PROUD TO BE CELEBRATING JDRF'S PARTNERSHIP WITH WELLS FARGO BANK. FOR OVER A DECADE WELLS FARGO BANK HAS BEEN ROUNDING UP RESEARCH DOLLARS IN SUPPORT OF OUR MISSION TO FIND A CURE FOR DIABETES. JOIN US IN THIS "WESTERN" THEMED CELEBRATION, WHERE WE ARE PLEASED TO HONOR THEM WITH THIS YEAR'S WILSON FAMILY AWARD.

Saturday, March 10, 2007
EAGLE GLEN GOLF CLUB
1800 EAGLE GLEN PARKWAY
CORONA, CA 92883

6:30PM COCKTAILS & SILENT AUCTION
8:00PM DINNER & LIVE AUCTION

Reservations at \$125 per person
For more information call 866-645-0101 or email inlandempire@jdrf.org

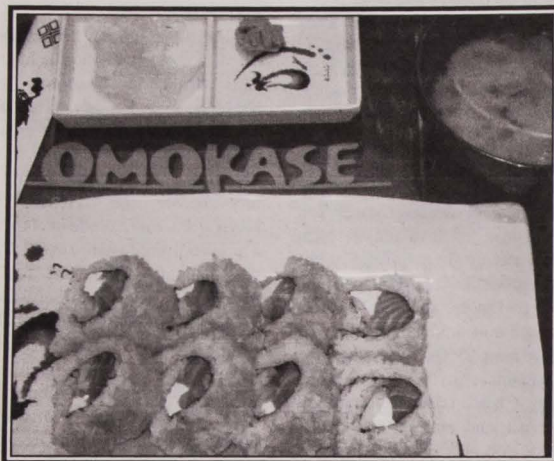
Sushi Vs. Sushi

By Joe Lyons

There are so many sushi bars popping up here in the Inland Empire that it reminds me of the pizza parlor boom of the early '60s. Just this past January we reported on the new facility in the new downtown Pomona building across from their city hall.

Now I'm back to tell you about two more.

First is Kamiyama. It's hard to find because it is a restaurant within a restaurant. It is inside the Market Broiler at the Ontario Mills. The owner/manager and executive sushi chef is a warm conversationalist and entrepreneur named Travis Kamiyama, who started with his first site as a freestanding restaurant and then brought the idea to the Market Broiler. He got his start in the restaurant business at 14, under the direction of several "itamae" chefs (Japanese culinary experts).



He is particularly proud of his light yellowtail capriccio and his dark tuna.

His best attraction is called a

the roll has become a popular third item. Clearly the Philly roll, which has no connection to either Philadelphia or the orient, is a big seller everywhere.

Also very enjoyable at Kamiyama are the Tuna Tataki Roll and the Spicy Tuna in Soy Paper. His California roll is his #1 seller, but I was more impressed with the Crunch Roll, which has a shrimp tempura sauce and sesame seeds.

Mike Ranney of the Market Broiler has told me that they intend to include a Kamiyama Sushi Bar in all of their new facilities, and they will be adding them to their existing restaurants as upgrading allows.

Still, I have to hope that the new ones are more visible than the one at the Mills. You could visit the Broiler a dozen times

continued on page 33

Corporate Scandal...

continued from page 32

made an end run around the law.

Bankruptcy law states that it takes three companies to place a company into involuntary bankruptcy. At first glance, there are indeed three companies placing Hamilton Taft into bankruptcy; FedEx, Stanford Hospital and Stanford University. Stanford University was not a client of Hamilton Taft at the time, and had not been for over six months. The bankruptcy documents given as evidence were signed by only two clients; not the required three.

And besides that, Hamilton Taft didn't owe anybody any money. In fact, FedEx did not lose any money with Hamilton Taft in payroll taxes or penalties, until they took the responsibility of putting the company into bankruptcy.

The smoking gun lies in the treatment of an arcane point of law that was bandied back and forth by the courts and the court-appointed trustee. In short, Hamilton Taft's accusers' case hinged on their contention that Hamilton Taft funds were, in fact, trust funds, even though no trust relationship had been forged. Hamilton Taft's whole business model, which was put out for all to see from the very beginning, was created around those funds explicitly not being trust funds. The basis of each Hamilton Taft contract was that Hamilton Taft was to have dominion over the funds for the purpose of making short-term investments. The clients understood this, and benefited from it in the form of lower fees. If the funds were trust accounts, Hamilton Taft would not have had the ability to invest the funds as it did, and claims of mismanagement would have been legitimate. The forced bankruptcy, and Armstrong's criminal

case, all hinged on the Orwellian concept of calling something that it was not.

The court itself went back and forth on the issue, changing their viewpoint on the trust issue depending on what it needed to accomplish at the time. Never before in a court of law has such a shell game been successfully and so blatantly carried out by the government. The first example is in the issue of preference payments. This is a bankruptcy law term referring to payments that were made by the bankrupt entity just prior to the bankruptcy. Preference payments can be legally recalled by the trustee, and added back to the bankrupt's estate for the purpose of equitable distribution. But, recalling these payments requires the money to have belonged to the bankrupt entity in the first place. The court-appointed trustee sought to recall some \$39 million in preference payments--payments that Hamilton Taft had made as part of its contractual obligation to its clients. But in order to do so, the trustee had to convince the courts that the funds had belonged to Hamilton Taft, and were not trust funds. If the funds were defined as trust funds, then they could not be recalled, because by definition, they were not Hamilton Taft property to begin with. The court agreed with the trustee, at least temporarily, issuing a ruling that overturned the previous court decision that the funds were held in trust. Preference payments were collected, and the estate of Hamilton Taft was enriched with funds that had already been paid out on its obligations, and the trustee earned a bigger piece of the pie in the process.

Shortly afterwards, a motion was filed by the government, and the Ninth Circuit Court mysteriously vacated its ruling, noting simply that it is "with the best interest of all parties." Clearly, it was not in the best interest of

Chip Armstrong, or the business entity of Hamilton Taft. No further explanation or justification for this bizarre vacateur was offered. The court, in essence, temporarily suspended the rule of law for the benefit of a few rich lawyers. But it did so at its own peril, because in so doing, the duplicity of the government becomes obvious. When the Ninth Circuit Court, at the behest of the trustee, ruled in the case of *in re. Hamilton Taft* that the funds were the property of Hamilton Taft and not the trust, they in essence lent credence to Armstrong's own defense, which correctly stated that the funds were the property of Hamilton Taft and not the trust. When the Ninth Circuit overturned the previous decision that the funds were held in trust, they were stating that the funds were the property of Hamilton Taft, and therefore tacitly agreed that no crime had been committed, since Hamilton Taft had fulfilled all of its contractual obligations.

The ruling that the funds were the property of Hamilton Taft, and the ruling's mysterious and unexplained vacateur, was not allowed to be admitted in court in Armstrong's defense, and Armstrong was denied the only way he had available to prove himself innocent. The courts duplicity in the matter was hidden from the public.

Remarkably, this is not the only instance where the government spoke out of both sides of its mouth. The government relied upon the fact that the preference payments, which were enabled only out of the vacated *in re. Hamilton Taft* decision, to prosecute Armstrong and justify the illegal shutdown of the company. Yet, Armstrong was denied the opportunity to use that same decision in his own defense.

Remarkably, even as the government argued in Armstrong's trial not to allow the Ninth

Circuits decision that funds were Hamilton Taft property to be used in Armstrong's defense, the government also argued at the same time, successfully, that the preference payments that were made possible by the Ninth Circuit's decision, served as evidence of loss, and therefore that a crime had been committed. Those same preference payments were also used as the basis for enhancing Armstrong's sentence from six months to nine years.

In short, the government on one hand, argued that the decision of the Ninth Circuit that the funds were Hamilton Taft property was valid. But, at the same time, they also argued that the decision was invalid when Armstrong wanted to use that argument for his own benefit. It is illogical for a decision to be both valid and invalid at the same time, yet the government, in a classic example of doublespeak, made it so.

In brief, the government relied on actions that were taken by the trustee, which were dependent on a decision of law stating that the funds were the property of Hamilton Taft in order to prosecute based on loss; yet at the same time, the government denied the law which enabled the collection of preference payments to be used in Armstrong's defense. Ironically, the very same federal district judge that ruled that the preference payments could not be collected because they were trust, later allowed those preference payments to be introduced as evidence of loss during the trial. This is ill founded, illegal, and unconstitutional, and that this shell game was allowed to persist is beyond belief.

Note: All facts in this article are documented through the government's own documents, The Wall Street Journal and court documents.



909 / 987-1928

950 Ontario Mills Drive, Ontario
Mon / Thur 11:30 a.m. - 9:30 p.m.

Fri 11:30 a.m. - 10:30 p.m. • Sat 4:30 p.m. - 10:30 p.m.
Sun 4:00 p.m. - 9:30 p.m. • Reservations Recommended

It's New York without the attitude! This award-winning restaurant is where famous fare is finely defined. Our menu features prime steaks, Australian lobster tail, garlic roasted chicken, rack of lamb, prime rib and fresh seafood specialties. Join us for jazz in our Manhattan Room where acclaimed artists have made us the Inland Empire's most intimate jazz experience! We take care of every detail with innovative menu items, specialty dishes, dramatic desserts, outstanding wine selection and entertainment to complement your dining experience - and discover our magnificent banquet rooms, perfect for hosting your next event.

THE HISTORIC
GALLEANO WINERY
CUCAMONGA VALLEY SINCE 1927



We can custom design a label just for you using:
Photos
Logos
Colors
Invitations
Themes

Weddings • Anniversaries
• Birthdays • Special Events
• Graduations • Holiday Gifts

GALLEANO WINERY

4231 Wineville Road
Mira Loma, CA 91752
(951) 685-5376 or (951) 360-9180
www.galleanowinery.com

Wine Tasting Available Daily

Tour the Historic Winery weekends from 2:00 pm to 4:00 pm or by appointment
Listed in the National Register of Historical Places



GABRIEL ENVIRONMENTAL SERVICES

Reliable & Timely Service Nationwide
866-4-PHASE I • 951-545-0250
www.gabriel-environmental.com

• Phase I • Phase III • Mold
• Phase II • Asbestos • Lead

CALENDAR

March 2007

10th Searching for that special item or service and didn't know where to begin? The Palm Desert Chamber of Commerce Annual Table Top Expo provides tremendous possibilities for shoppers. Signups are now being taken for Palm Desert Chamber's upcoming Table Top Expo on Sat., March 10th at Westfield Palm Desert; local businesses can showcase their goods and services to the public from 11:00 a.m. to 4:00 p.m. Located on the upper level of Westfield among the glass bridges, various businesses will display their goods and services to the shoppers walking through Westfield. The high-energy, fun expo is geared toward service, home-based and professional businesses, as well as nonprofit organizations to get wide exposure during a peak volume day at Westfield. For more information and to reserve a spot, call the Palm Desert Chamber at (760) 346-6111.

27th Fisher & Phillips LLP will present a "Legally Required Sexual Harassment Training" seminar from 9:00 to 11:00 a.m. at the Ontario Airport Marriott at 2200 E. Holt Blvd. A "Train the Trainer" session will follow from 11:15 - 1:30 p.m. The "Train the Trainer" session is for human resources professionals and will provide attendees the necessary tools to personally provide sexual harassment training to their organizations. The event cost is \$75 per person or \$65 per person for two or more from the same company for the first session, and \$250 per person to attend both sessions. To register or for information, call (949) 851-2424.

Business Workshop Series Presented by SCORE "Counselors to America's Small Business" and Riverside Public Library
A series of workshops is being offered to small business entrepreneurs on Wednesdays

from 5:30 p.m. to 8:30 p.m. at the Riverside Public Library, Main Library Auditorium (2nd Floor), 3581 Mission Inn Avenue, Riverside, CA 92501. The workshops are oriented to owners and managers who wish to improve their effectiveness and enhance the profitability of their enterprises. This series is being held during March through June 2007. It will be conducted by the Orange County Chapter of SCORE and is sponsored by the Riverside Public Library. The cost is \$30 per workshop with online pre-registration or \$40 cash or check at the door. To register, contact SCORE at www.score114.org.

**Workshop schedule is:
March 2007**

14th: "Develop a Winning Business Plan." Step by step development of your business plan to implement your goals and vision. Want to appeal to investors? Want an operating map? You will understand every aspect of your business and be able to monitor your progress. Your plan is your road map to growing your business the way you want it to grow and will put you in front of events.

April 2007

18th: "Marketing and Promotion--Finding Your Niche." How can you compete against all those other businesses that do what you

Commentary...

continued from page 12

of my guests was a little too vocal in his complaints. I have not been back since.

Recently the Business Journal received an invitation to return. Our representatives who went were told that the entire evening would be complimentary, as guests of the Bollinger's.

Alas, when the bill arrived, my associates were told that there was no comp. It began to sound like a bait-and-switch deal. The manager shrugged his shoulders. I prefer to think that it was no more than some bad internal communications, as the manager claimed only the entree is complimentary. There was no need for this miscommunication.

But the reports that come back paint a bleak picture.

I understand that the kinds of shows that will attract a local audience are limited. That's why "Fiddler on the Roof," "Annie" or "Sound of Music" show up often. And, I understand, that mounting a major production like

do? By developing a marketing program designed to build on your strengths and exploit the weaknesses of your competitors. They will teach you how to think like a marketer. Learn how to create a value premise that will bring customers to your door.

May 2007

9th: "Selling Techniques That Work!" It's about being in front of some-

Andrew Lloyd Webber's "Phantom" or "Ms. Saigon" is just not economically possible. Likewise, the fees to be paid for "Rent" or "Dreamgirls" may be out of sight. So the number of available cheery G-rated musicals is smaller than we might like.

But the selection of dinner entrees should not be as tightly controlled. Most restaurants change the menu on some regular basis. The old New York Steak gets replaced by the new London Broil. The selections at the Candlelight Pavilion, unfortunately, are hardly different from that premier night.

Then too, the facilities are not being kept up. Carpeting is worn. Some paneling is being held together with duct tape. Paint is desperately needed in spots.

The Candlelight Pavilion is one of the great jewels of the Inland Empire. Its dinner-and-a-show concept surpasses any such theater I have attended. Its support, both internally and externally, is important to the area. It doesn't need to be torn down, but I pray that it can be built back up.

one who can buy your product or service whether they just walked into your store or you flew across the country to meet in their office. What do you say first? Hint...it's not "How are you?" How do you get their attention? Overcome an objection? This workshop will help you learn the skills to get past these hurdles and make more sales.

Business & Liability Insurance Agencies Serving the I.E.

Ranked by Value Premiums Written 2006

continued from pg. 29

Company Name Address City, State, Zip	\$ Value Premiums Written I.E. 2006	Number Premiums Written I.E. 2006	# Licenced Agents I.E. # Employees I.E.	Coverage Offered	Headquarters Year Established I.E.	Top Local Executive Title Phone/Fax E-Mail Address
Desert Southwest 17. Insurance Brokers, Inc. 78010 Main St. Ste. 200 La Quinta, CA 92253	\$1.3 Million	325	5 3	Business Insurance, Personal Insurance, Employee Benefits, Life, Health, Workers Compensation	Temecula 1992	Bradley J. Salute President (760)771-5550/(760)771-5755 www.desertswinsurance.com
Paul J. O'Brien Insurance Services 18. 6864 Indiana Ave., Ste. 100 Riverside, CA 92506	\$1.2 Million	WND	2 3	Small Commercial & Personal Lines	Riverside 1975	Paul J. O'Brien Owner (951) 682-0431/784-5098
Cisneros Insurance Agency 19. 21900 Barton Rd Ste 105 Grand Terrace, CA 92313	\$1.1 Million	17	3 9	Auto, Home, Business, Commercial, Rental, Motorcycle, Boats, Bonds, Life, Medical/Dental, Long-Term Care	Grand Terrace 1999	Patricia Cisneros Owner (909)777-0060/(909)777-0061
Insure HiTech 20. 1800 Century Park East, Ste. 600 Los Angeles, CA 90067	N/A	N/A	15 39	Business Insurance, D & O, EPL, Network Security, Hackers Insurance	Princeton, NJ 2000	L. Walsh/J. Plascencia V.P.s, Sales (800)858-0110/(609)987-0490 Info@insurehitech.com

N/A = Not Applicable WND = Would not Disclose na = not available. The information in the above list was obtained from the companies listed. To the best of our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on company letterhead to: The Inland Empire Business Journal, P.O. Box 1979, Rancho Cucamonga, CA 91729-1979. Researched by Robin Powers. Copyright IEBJ

LETTER TO THE EDITOR

Real ID Act - Real Nightmare

By Gerard P. Keenan, USN, Retired

Opposition to the Read ID Act has pointed out obvious privacy issues, trampling of civil liberties, exorbitant and runaway costs, and the hassle and inconvenience for millions of drivers.

But there are other worries.

For the average American my family's situation may seem unique, even extremely unusual, but for millions of service personnel, diplomats, civil servants, businessmen and other ex-pats who have lived overseas since the end of World War II, my story is neither unique nor unusual.

I served 20 years in the US Navy, followed by a further five years as a civilian with the Navy. For 23 of those years I served in Europe. My first wife was British, and we had two daughters and a son, all born in Londonderry, Northern Ireland, and all issued British birth certificates; though one of those daughters passed away many years ago. My second wife is American who also served in the US Navy. We also have two daughters and a son. Both girls were born in London, England, and have British birth certificates.

So I have four children with British birth certificates; two hold

current British passports, one holds a current US passport, and one does not hold any current passport at all.

All four possess the FS-240 - Consular Report of Birth Abroad of a Citizen of the USA - issued by the US Department of State; two by the Consul General, Belfast, Northern Ireland, and two by the US Embassy, London. All four have SSNs issued by the US Embassy, London.

My son, from my first marriage, was raised in Northern Ireland, but enlisted in the US Navy and served four years. After discharged he remained in the US, fully employed, for about 10 years before returning to Northern Ireland. He also held driver's licenses issued by two of the three states in which he resided.

What if he decided to take up permanent residence in the US again? He previously held a US passport, but now holds a British passport; he previously held driver's licenses in two states, but now holds a British license; he possesses a SSN (and has paid into Social Security); he has a British birth certificate, but is certified by the US Dept. of State as

a US citizen; and he can produce a Certificate of Discharge (DD-214) verifying four years service in the US armed forces.

Now suppose my daughter decided to resettle in the US. She only lived here for a year when she was a child. She has a British birth certificate, British passport, British driver's license, and also possesses a valid SSN and Dept. of State Certification of US Citizenship. She is married to a British citizen and her two children possess British birth certificates and passports, but they may be considered US citizens as children of an American citizen the exact same situation that existed at the time of her own birth.

Under Sec. 202 (c) (1) and (2), the minimum standards for issuing driver's licenses are laid out. However, it is Sec. 202 (c)(3) - Verification of Documents - where the problems will become evident.

Sec. 202 (c)(3)(A) - "Before issuing a driver's license or identification card to a person, the State shall verify, with the issuing agency, the issuance, validity, and completeness of each document required to be presented by the person under

paragraph (1) or (2)."

According to the Christian Science Monitor (CSM), 9 Feb. 2007, there are about 245 million licensed drivers in this country - nearly all of whom will also be required to be re-licensed/re-credited under the provisions of the Real ID Act.

To effect this, and to issue new driver's licenses and ID cards, each person will have to produce the required documents listed in Sec. 202 (c). The DMV is then required to "verify, with the issuing agency, the issuance, validity, and completeness of each document."

Also according to the CSM, there are at least 16,000 issuers of birth certificates in this country alone from which the DMVs will have to obtain verification. Then there are the 50+ DMV's (including US territories) that issue driver's licenses and IDs. Throw into this mix the millions of Americans in similar situations to my own family and you are asking the impossible of DMV personnel.

My family is only one situation among millions that DMV

continued on page 34

Mitchell Reed Sussman
Real Estate Attorney / Broker

*Specializing in Real Estate
Litigation and Foreclosure*

30 years experience
Free Initial Consultation

800.233.8521

"Thanks."



Harvey Beesen
The Klabin Company
(310) 337-7000



Steve Bohannon
Trammell Crow Company
(310) 765-2600



Jeff Chiata
Cushman & Wakefield
(310) 474-4004



Rick Ellison
Cushman & Wakefield
(949) 474-4004



Bill Griebenow
NAI Capital Commercial
(310) 532-9080



Mitchell Katz
Trammell Crow Company
(973) 437-2095



John Kolich
Kolich & Company
(310) 378-7177



James Min
Colliers International
(310) 787-1000



Sean O'Donnell
Grubb & Ellis
(310) 491-2000



Mike Quagletti
Industrial Realty
(310) 546-8110



Luke Staubitz
The Klabin Company
(310) 337-7000

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!



WATSON LAND COMPANY

www.watsonlandcompany.com