New Internet Web Platform Launch Focusing on China

With the launching of the newly-built web portal platform America China B2B (www.americchinaab2b.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. America China B2B.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 continue 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.

Sponsored 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

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

This content is a natural representation of the document in question.
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 the merger (the "merger consideration") 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 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.

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.

Land Sells for Hard Rock Condo Hotel

After almost a year of overhanging challenges, a sale of a 1.8-acre parcel of land located at 700 E. Tahquitz Canyon Way for $7.81 million is the latest piece 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

Joe Lyons

On Feb. 5th a small Brazilian passenger jet called an Embratur, came into its final approach to LAX/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 destinations available out of LAX/ONT.

This marked one of two major steps in Los Angeles Mayor Antonio Villaraigosa’s 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

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$50,000,000 Working Capital Credit Facility

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Lidah Smith- Relationship Manager
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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 an 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 onset of heart attack known as an ST-elevated myocardial infarction (STEMI), or an acute heart attack caused by blood clots that 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 tracked 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 (EGKs) 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 EGK.

continued on page 14

The Pointe Noire Athletic Center and Construction Loan 

For more information, please contact:

Cal National Bank

Linda Smith- Relationship Manager
(909) 803-1083
Behind the Scenes of a Corporate Scandal

Corporate CEOs raking in record highs while employees go without raises, pensions or acceptable healthcare benefits, corporate accountability is at an all-time low.

Negotiate to Win: Win-Win is for Losers! Win big/win small

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 Empire.

Corporate Profile: Glen Ivy - Swimming in History

The popular Glen Ivy Hot Springs has a rich history starting with a Spanish tribe. It has faced its ups and downs in the past. Today it employs over 550 throughout the chain.

Quote of the Day

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

"In the first place, we should insist that it is the immigrant who comes here in good faith because 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, is not an American at all. We have room for but one American 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

Deal or No Deal: The Anatomy of Making Good Decisions

Phil was recently promoted to line manager in a Fortune 500 manufacturing firm in 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, you can fail 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 judgments is essential. At times the choice is between two defined alternatives, at other times the problem is not so clear cut. Decisions, choice or judgment errors can have grave consequences, but it is a fact, the American way is that we have room for but one American language, and that is the English language; and we have room for but one sole loyalty and that is a loyalty to the American people.

Deal: Strategies for Making Good Decisions

1. Analyze: 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 incomplete, contradictory or contrary.

2. Utilize decision-making tools routinely. There are a number of effective decision-making tools. One easy tool to use is the pyramid T-chart. Before making decisions identify the outcomes pros and cons. After a list has been generated, go back and put a value on each of the items. By looking 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 potential solutions to the problem. Because making decisions is made to correct the wrong course, 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 diagrams 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 decision? When the decision is between a set of alternatives, first identify the criteria required for the ideal solution. By continued on page 35

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These small businesses look at the Chinese market and con­clude its too difficult to enter. They prefer the FedEx model, which areas, like which are constructed, the retail database and the attributes, which can include management and services and are sold as a package. The company includes Boston, Palo Alto (headquarters) and Beijing.

China-based Web services will provide American CB2 B (www.americancb2b.com) with sales-focused portals to deliver their sales messages to Chinese businesses in all of its potential markets as well as offer a unique competitive advantage. The new platform offers Chinese businesses a tool to present their sales messages both in English and Chinese to millions of businesses in China. U.S. manufacturers and retailers, who benefit from direct sales inquiries generated from their sales messages, are more likely to be seen by Chinese buyers, he says.

"There is nothing wrong with this attribute because the need to win is universal, for both men and women, and it drives people to do their work," said Lee.

"Many American businesses believe they must sell to markets like China, "with maturing markets needing new products," but "doing business in China doesn't mean breaking even. If you are an avid gambler, you would not consider yourself a winner if you won $10 and played blackjack with $100 for three hours and left the table with your own money. You are the operator, not the player," the soccer team ends an important game in a tie do you consider it a win? Martial artists play to win and do so do you.

Contracts are signed with each party's own interests in mind, Lee points out, 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 heart be the judge of a deal. The mark of a master negotiator is to walk away from the table with what he came for while the other party feel she got a good deal as well. Now that's skill.

Win-win suggests a tie whereas using the "try to get" ethic, you want to get the other party carry all the weight of the responsibility. The trouble of direct sales is that you will have to be prepared to walk away from your deal after selling his wife he married. Before he left town with his new wife he showed the newspaper a story a few years back about a man who was running with his wife and played blackjack with $100 he won. He left town with his new wife and told her to sell him his new car for one dollar. Now, the buyer of that Mercedes definitely made a great deal, but the wife felt bad. The wife found immeasurable satisfaction in selling her ex-husband's car for a single dollar. This could literally be a million reasons why someone doesn't wish to buy or sell, the.Judgment is in the business.

Bargain with your own interests in mind and assume the other party will do the same. This family had some large errors, but then they cluster their garage so they could freeze the city. Then again, the best of no one's interest is the occasional one who is willing to be satisfied with the so-called "win."
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 new rules to protect health insurers.

Sal D’Anna’s insurer, PacificCare, 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 PacificCare’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/Saldana.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) petitioned for the new rules, which are going to crack down on insurers who pull the rug out from under patients when they get sick. The Federal Taxpayer and Consumer Rights (FTCR), which petitioned for the new rules, welcomed the opportunity to put an end to the anti-consumer practice.

It’s 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 profit-minded 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, PacificCare 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.

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 "clemations" on a patient’s enrollment application – induced by the intentionally vague and misleading questions on the applications of all cancellation complaints.

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: http://www.consumerwatchdog.org/healthcare/StopCancellation

In the petition to the DMHC 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 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 "reactive 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: http://www.consumerwatchdog.org/healthcare/StopCancellation

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Bighorn’s Employee Enhancement Program

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

Bighorn Golf Club, under the guidance of Judy Allen and Jim Hummer, the two reached out to the College of the Desert in a divine inspiration to provide hardship for Bighorn Golf Club 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 Richard Castaneda. “They approached their studies so enthusiastically and it has created 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 workplace, 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. Hummer was so impressed with Allen and Hummer’s contribution that he formed Bighorn Golf Club Charities, a 501c-3 organized non-profit offering college scholarships to valley students. Currently, nine people are going through a full season’s classes at Mountains, just three miles from the El Paso in prestigious South Palm Desert. The exclusive community offers a limited number of positions.

Bighorn is a private golf club situated high above the Coachella Valley, in the Santa Rosa Mountains, just three miles from the El Paso in prestigious South Palm Desert. The exclusive community offers a limited number of positions.

Robust Growth Continues to Attract Developers to the Inland Empire

Continued employment strength and a shift in buyer behavior have fueled the Inland Empire retail market in 2007. The local population has grown significantly, leading many buyers to have more disposable income, and the area by comparatively affordable housing prices. While home prices have escalated and household growth is expected to slow down this year, the retail landscape remains quite strong. The region’s dramatic growth has resulted in higher demand for population-related employment, fields, 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 Inland Empire market landscape. Demand for space is rising in the western part of the metro and continues to move in the Orange County.

A broadening local economy is creating new jobs, incomes, and retail opportunities to the east along 10 and to the south along 15. The lack of significant barriers for students and an emerging workforce in the area has created a tremendous opportunity for retail development and retail expansion for the areas in proximity to the high-speed rail. New retail development in the Inland Empire continues 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 nightlife, the friend asked him to come over and 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. The first thing that he did was to employ a small group of consultants to develop the area. He then decided to focus on the local market, rather than the national market. He and his brother were running the casinos on the East Coast, and they decided to focus on the local market instead of the national market. They started a small business, and they decided to focus on the local market instead of the national market. They started a small business, and they decided to focus on the local market instead of the national market.

Robust Growth Continues to Attract Developers to the Inland Empire

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 that is the East Valley Tourism and Development Agency. (FVTD) They represent the interest of the tribe.

Fantasy Springs Resort Casino in Coachella Valley 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.

Robust Growth Continues to Attract Developers to the Inland Empire

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 that is the East Valley Tourism and Development Agency. (FVTD) They represent the interest of the tribe.

Fantasy Springs Resort Casino

No. 7 Hole at the Fantasy Springs Resort and Casino

The Man In Charge of a Fantasy

Paul Ryan is the general manager of the Fantasy Springs Resort and Casino in the Interstate 10 vicinity.

The Man In Charge of a Fantasy

By Joe Lyons

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.

Fantasy Springs Resort Casino

No. 7 Hole at the Fantasy Springs Resort and Casino

The Man In Charge of a Fantasy

By Joe Lyons

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.
In Praise of the Sharp Quill

By Joe Lyons

Please, make no mistake here. I have always been a big fan of Ben Bollinger's Candelight Pavilion. That's why I'm one of its many fans. I've lived in it for many years. I've been a follower of his work for a long time. I never thought I'd write about him in this way.

Ben Bollinger, of course, is the mastermind behind the Candelight Pavilion. He's been writing for over thirty years, and his work has been widely acclaimed. He's won many awards, and his books have been translated into several languages.

I was there on the star-studded opening night. I have no idea how many celebrities were there. Ben had invited me to dinner at his house, and I was excited to meet some of the people I've only heard about.

A great stage show was in progress, and the audience was captivated. I was impressed. I was also impressed to see what had been an old gymnasium converted into a new theater. I've never seen anything quite like it. I even heard a rumor that it was built on a budget of only ten thousand dollars.

I was back for the fifth anniversary celebration. Ben had invited me to dinner at his house, and I was excited to meet some of the people I've only heard about.

Some days ago, I went to the show and was struck by the beauty of the performance. It was a great night. I was impressed, and I'm sure many others were as well.

I have also had the honor of seeing the stage for private parties at the Pavilion. And, yes, I've 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 suites upstairs. Things did not go well. There was no run in the rum and cokc. One of the Champagne flutes had lipstick on the rim. And one continued on page 18

Grey Lady Down

By Joe Lyons

I enjoyed many shows and many dinners. I specifically remember a performance of “Evita” that was stunning. I understand that Ben Bollinger, the mastermind behind the Candelight Pavilion, will be performing “Evita” once again this year.

The show is set in Buenos Aires during the mid-1940s, and it tells the story of Eva Perón, the wife of Argentine President Juan Perón. The show is a musical theatre piece that was nominated for 21 Tony Awards, winning 7 of them.

I have always been a big fan of Ben Bollinger's work. I've been a follower of his work for a long time. I never thought I'd write about him in this way. But I can say with confidence that he's one of the best writers of our time.
which you will not get the deal because your emotions will make you hesitate. It's probably to wait until your focus is on your next house before putting this one on the market. Before you do many people negotiate with the intention to fail. Watch the words you say or think about the 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 defective scripts with such phrases as, "When I win..." or "When I get the deal..." The principle here is "Always negotiate for the best deal you can get for your side. Do not be concerned about the other party can protect his own interests." Start out with the intention of getting the best deal you can and you will.


120 minutes after a heart attack is critical and often referred to as the "golden window." "It is critical for these patients to be expedited through the ER and into the Cardiac Catheterization Lab," explains Deborah Keasler, director of the Stead Heart and Vascular Center at PVHMC. "Time is crucial, and patients should be continued on page 33

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**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 needed equipment 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 near Kaiser as a SRC is that hospitals must have established goals and policies to treat patients with an angioplasty within 90 minutes. The first 90

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**PVHMC... continued from page 14**

prepped to treat these patients within the golden hour; and cardiologists and cardiac surgeons can quickly diagnose the problem and provide the highest quality of care. As a designated receiving center, the Stead Heart and Vascular Center is required to have both an interventionalist cardiologist and a cardiovascular surgeon on call to be able to treat the patient.

A Cardiac Alert team, along with the on-call cardiovascular surgeons and cardiac care services, has drastically lowered our door-to-balloon times," adds Deborah Keasler. "We are now averaging less than 90 minutes and 6% of our patients are suffering from acute chest pain."

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**PVHMC... continued from page 14**

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SEE PAGE 12 FOR DETAILS
Corporate Scandal...

continued from page 7

Hamiton Taft, and then Hamilton Taft paid out the funds to the various taxing agencies. Clients, in exchange for earning a low-fee structure, agreed to allow Hamilton Taft to have use of the client's personal funds between when they received them from each client, and to have them paid out to the various taxing agencies. These monies were commingled into a general investment account, as a point of law, such that 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. Hamilton Taft did fulfill those obligations, up until the time that FedEx itself rendered it impossible. 

You would persevere through any adversity, knowing the wonderful opportunity 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 you give up, we often do simply because we lose confidence of what’s possible—of the final victory.

Your life is like a round ring key, holding all the keys to unlock the doors you want to open. You have many steps, and only one will unlock the door you seek. When you become discouraged, don’t give up after encountering your first setback! Of course not! You would persevere through any adversity, knowing the wonderful opportunity 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 you give up, we often do simply because we lose confidence of what’s possible—of the final victory.

Everyone’s life is like a large, round ring key, holding all the keys to unlock the doors you want to open. You have many steps, and only one will unlock the door you seek. When you become discouraged, don’t give up after encountering your first setback! Of course not! You would persevere through any adversity, knowing the wonderful opportunity 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 you give up, we often do simply because we lose confidence of what’s possible—of the final victory.

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Glen Ivy Hot Springs 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 spa sites in the area. They are located in Brea Mall, Glen Ivy Hot Springs, and the recipient of the “Distinguished Day Spa of the Year 2002” national award from the Day Spa Association. It has also generated other spa sites in the area. They are located in Brea Mall, Glen Ivy Hot Springs, and the recipient of the “Distinguished Day Spa of the Year 2002” national award from the Day Spa Association. It has also generated other spa sites in the area. They are located in Brea Mall, Glen Ivy Hot Springs, and the recipient of the “Distinguished Day Spa of the Year 2002” national award from the Day Spa Association. It has also generated other spa sites in the area. They are located in Brea Mall, Glen Ivy Hot Springs, and the recipient of the “Distinguished Day Spa of the Year 2002” national award from the Day Spa Association.

Glen Ivy... continued from page 13

Trilogy as a neighbor. He sees Ontarios the residents of the area as priorities for the springs.

“I just wish they would widen 15,” he confided to us. He likes 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 sub tropical setting, palm trees, bougainvillea, and sparkling waters, visitors can see why Glen Ivy Hot Springs has become known as Nature’s Day Spa. Except for individual spa treatments and the social events, day use of all facilities is included in the daily admission fee. The hotel does not exist now, and there are some who expect that Juneau dock, to build a new one.
Why I Left for L.A. When the Super Computer Came to Riverside

By J. Allen Lemberger

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

Such is the case of the “super computer” one may remember the stories of Univac, the giant of computers from back in the day. It was a block long and powered by some several thousand vacuum tubes. For all of its vaunted abilities, it did do little more than provide a simple hand calculator calculation.

Tom Clancy’s early novels, like “The Hunt for Red October” and “Red Storm Rising” put the Clay computer in the basement of the Pentagon famous. This was the computer that could work with a satellite in near real time, allowing it to track a Soviet nuclear sub or read your license plate.

Today, your desktop computer connected to Google Earth can do just as much. Now the University of California, Riverside has introduced the new super computers for the century. Correctly, it is now called a High Performance Computing or HPC computer.

Altix 4700. It works with a series of blades, which are like trays. Each tray has two 48-gigabit tiny copper fibers connected together. This is rather like two computers in each blade, which slide into the racks of the device.

The computer, effectively, is red. It doesn’t see all of these little computers. It is told that it has one gig 512 terabit hard drive. It can be tied to even more by being made to believe that there are actually several computers working together. Thus it could think that there could be four computers working on four different jobs, simply by dividing the operation into quarters.

This machine can follow weather patterns and predict the limited functionality of the early versions, it rapidly accumulated developers and users. Early on, the UNIX community, with its test code and ideas to the Linux kernel, and today it has received contributions from thousands of programmers.

Open-source software is an anonymous for closed source and refers to any computer software that is available under a license that permits users to study, change, and improve the software and distribute it in modified or unmodified form. (Gates and Jobs would never let you do this.) It is often developed with a public purpose, often with contributions from many. 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 develop a modified version of the software and understand how it works. Open-source software generally allows anybody to make a new version of the software, which is a good way to move current operating systems and processor architectures.

“Some thing is happening about outsourcing our 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 1990s onward Linux has been gaining the support of corporations such as IBM, Sun Microsystems, Hewlett-Packard, and Novell, all of which, along with Dell, Google and others, were in attendance.

Linux, it was said, is a prominent example of free software and open-source software development. By J. Allen Lemberger

Executive Scandal...

continued from page 16

In 2001, there’s still another liability that’s not being talked about, namely FedEx’s inability to hide. In 1992, shortly after FedEx killed its own payroll tax dodge, it was using contract labor for the bulk of its driving force. Today, this action is costing FedEx no end of legal problems, and in part because the move to contract labor was nothing more than a calculated way of avoiding paying the 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 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 force FedEx stockholders reeling.

Your move. As of July 12, 2006, the agency realizes an opinion that a FedEx Ground driver, operated as a common carrier, was an employee of the company. In fact, there have been hundreds of lawsuits brought against FedEx by drivers, lawyers say.

FedEx drivers 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 similar suits against FedEx; in a major ruling in California, the California Unemployment Insurance Appeals Board ruled 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 this person had been misclassified as a subcontractor, and the company failed to deliver on its promises that it would be “good to the end.” In fact, FedEx wrecked total control over his driving “business,” and was required to obey strict guide lines. FedEx continued to use his work schedule. The driver’s attorney is quoted as saying, “This is another example of how FedEx has shifted the huge expense burden from the corporation to those who are working men and women. The drivers’ claim, and the courts decision, have borne this out: in fact, FedEx’s 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 independent contractors. 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 tax obligations, which in effect made the bottom line appear to be more favorable than it really was. This 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 this decision, FedEx has been able to consistently understated its expenses, and has been able to continue until 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 settlement of $2 billion, could settle for well over a billion dollars. But it doesn’t stop there. Exxon potential loss from liability in the Hamilton tail case factored in, FedEx continued on page 27

Persistence...

continued from page 17

You’re making that, 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? This is another example of how lofty goal and come shy of it, you’re still further ahead than if you had made a smaller goal. Remember, it’s better to have an attainable goal of some sort than to stay on the bench, waiting for the“golden moment” to arrive.

4. Make a commitment to yourself.

Decide once and for all that you’re going to see this through to the end and that you will reach your goal. Commitment comes from within. So commit all your heart and muscle all your willpower to persevere, no matter what. Remember, if you want to see this project succeed, then 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 we overcome. While some challenges we have seen 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 move forward three steps towards your next goal, and soon you’ll be looking back at them 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
“But Where Do I Find the Right People?”
Apply Talent Management

By Dan Coughlin

Sally, in her role as vice-president of sales for 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?”

A 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 abilities 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 Rs 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:

- You could post the opening, wait for applications, review resumes, set up interviews, 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.

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 catalyze your company’s effectiveness.

To get the right talent requires hunting for it everyday. First, write down the VSPs (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 who have 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
proteins, chemicals compounds are much easier and cheaper to make in a lab so they can be tested for cancer. In his project, Sauer will use non-coding RNA to control the growth of stem cells in order to form any desired kind of human cell. "We hope that this project will provide a tool to induce different cell types for use in biomedicine," 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. Pirrung hopes his 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. UCIR 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 mammalian and other organisms that give useful fundamental insight into how stem cells maintain pluripotency and their ability to develop into many different cell types of the body or how they differentiate into adult cell types," said Prudence Tan, director of the Stem Cell Biology Center. Her laboratory is developing methods to culture human embryonic stem cells in vitro to differentiate into any desired products such as protein, and proteins, chemicals compounds are much easier and cheaper to make in a lab so they can be tested for cancer.

Ontario's State of the City...

continued from page 17

The Smile Train Foundation is a non-profit, non-governmental organization supporting surgical care for children worldwide. The Smile Train Foundation's mission is to build a world free of children suffering from cleft lip and palate. The Smile Train Foundation is an international organization that empowers children to overcome facial disfigurement by providing access to surgical care. The mission of the Smile Train Foundation is to provide children around the world with access to free cleft lip and palate surgery. The Smile Train Foundation has been working in China since 1999. Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned to a lifetime of malnourishment, shame and isolation. The good news is that "We will be all of these children who can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life-changing surgery whenever and wherever it is needed. The Smile Train" surgery takes as little as 45 minutes and costs as little as $250. This goes a long way in helping children around the world. The Smile Train Foundation is an organization that provides free cleft lip and palate surgery to children around the world. The Smile Train Foundation's mission is to build a world free of children suffering from cleft lip and palate. The Smile Train Foundation is an international organization that empowers children to overcome facial disfigurement by providing access to surgical care. The mission of the Smile Train Foundation is to provide children around the world with access to free cleft lip and palate surgery. The Smile Train Foundation has been working in China since 1999. Today, millions of children in developing countries are suffering with cleft lip and palate. Condemned to a lifetime of malnourishment, shame and isolation. The good news is that "We will be all of these children who can be helped. This is the mission of The Smile Train. We empower local surgeons to provide this life-changing surgery whenever and wherever it is needed. The Smile Train" surgery takes as little as 45 minutes and costs as little as $250. This goes a long way in helping children around the world.
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 sexuality 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 real, but rather whether it offers a larger view of the nature of sex.

Bonobo chimpanzees use sex not just for procreation, but also to défie 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.

Conservationists hail "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 humane, after all, like sailors returning from war eagerly seeking their families among the throng on shore."
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 the Western California economy, including pilots, flight attendants, aircraft mechanics, ramp workers and passenger service personnel based on NTA.

Ontario Mayor Paul Leon stated, "The exceptional partnership between the City of Ontario and Los Angeles World Airports is mutually beneficial. With construction and expansion of existing facilities and service, ONT is on track to become Southern California's next major gateway. ExpressJet's new corporate service will fill the demand of Ontario's growing regional and business community 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 L.A./ONT's Terminal I on March 27.

The County of San Bernardino Economic Development Agency, Guardian Jet Center and L.A./ONT International Airport will sponsor that event.

ExpressJet's new nonstop destinations from LTA include Albuquerque, Austin, Boise, Colorado Springs, El Paso, Fresno, Kansas City, Monterey, Omaha, Oklahoma City, Orange County, 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.

Villaroga also announced that PMA (LAPalma) will remain continued on page 28

March 2007

Corporate Scandal... continued from page 19

itself could face bankruptcy.

Shareholder Disclosure

Shareholders have historical disagreements with management and more information from the corporations in which they invest, and it's not just the big shareholders that should be on their guard.

For example, in the past, major shareholders had a higher level of access to top management and transcripts of shareholder meetings; today, publicly-held companies are required to save and archive these calls generally, generally by posting them on the company website. 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 even very few that not will FedEx be held liable for payroll taxes, they could still be held liable for the demise of Hamilton Taft and Company. In fact, when ever a lawsuit is filed against the company, most of the information that the government and shareholders, most of the information about the company is hidden by the company. This is not uncommon.

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Ontario Airport... continued from page 26
open with the start of new service
by United Airlines on June 7.
United will provide regional jet service to
San Francisco International Airport (SFO). The effort to initiate com-
mercial service received a boost from a $900,000 small communi-
ty air service grant from the U.S. Department of Transportation,
allowing 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, LaPalmadale had been the Antelope Valley’s
field of dreams, but today’s his-
toric development means that jet
service is about to become reality
at PMD,” Villarugosa said.
He added that, “The twin actions will jumpstart our aggres-
sive 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 upgraded marketing, advertising and out-
reach programs designed to ensure their long-term success.
The ONT marketing efforts will focus on attracting travelers
throughout North America to use their 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 popu-
lation of the Los Angeles 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
credible center in the Inland Valley.
The award winning, nationally
renowned heart and vascular cen-
ter, became Pomona Valley Hospital Medical Center’s first recognized Center of Excellence in 1988. Stead Heart and
Vascular Center provides comprehensive cardiovascular services through wellness and prevention, diagnostic, interven-
tional, and surgical care. In addi-
tion to cardiovascular surgery, catherization and electrophysiol-
ogy, the center also offers vac-
cular surgery, diagnostic vascular studies, interventional radiology, and rehabilitation and health exercise programs.
In 2006, the center became the first designat-
ed Heart and vascular center in the region and has a long history of quality outcomes and tech-
no logical 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 comprehen-
sive 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 per-
cent in the nation for clinical excellence. The hospital has also been recognized as a Benchmark Hospital by Solucient® for earn-
ing the top 100 Hospital designation four times in the last 11-
year history. PVHMC is one of only two California hospitals
to earn this Benchmark designation, and no other California hospital

Business & Liability Insurance Agencies Serving the I.E.

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<td>405 E. Valley Blvd, Upland, CA 91786</td>
<td>2,500,000</td>
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<td>2</td>
<td>General Liability, Commercial Insurance, Workers’ Compensation</td>
<td>Upland, CA</td>
<td>Cheryl Joseph</td>
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<tr>
<td>Joseph Insurance Service</td>
<td>3508 South Ave, Redlands, CA 92373</td>
<td>2,065,000</td>
<td>2</td>
<td>2</td>
<td>General Liability, Commercial Insurance, Workers’ Compensation</td>
<td>Redlands, CA</td>
<td>Cheryl Joseph</td>
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<td>Raphael John Joseph Insurance Service</td>
<td>3508 South Ave, Redlands, CA 92373</td>
<td>1,000,000</td>
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<td>1</td>
<td>General Liability, Commercial Insurance, Workers’ Compensation</td>
<td>Redlands, CA</td>
<td>Cheryl Joseph</td>
</tr>
</tbody>
</table>

Note: Not all agencies listed. Updated 11/29/2006. Information in the above list was obtained from the companies listed. To be of the best to our knowledge the information supplied is accurate as of press time. While every effort is made to ensure the accuracy and completeness of the list, omissions and typographical errors sometimes occur. Please send corrections or additions on copy to: Business & Liability Insurance Agencies, 1510 Palm Dr, Ste 200, Pomona, CA 91768.
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 checklists, action items, and prioritizing tasks. In fact, to go 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 workload, 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 books, you’re not going to put that on your calendar. What your boss really expects you to do is 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 decisions, deferring to the boss, and asking for help to do them better. Wrong! This assumption is a little too simplistic and dangerous. It sets the stage for aligning one’s personal goals with the goals of the boss rather than meeting the needs that the boss actually make a difference.

Real “managing upward” demands a more direct and situational approach. It means 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 a 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 status 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 money.” “We need to commemorate 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 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 sharp pencil and try listing your boss’s implicit needs. Paying attention to implicit needs is serious, as these often are the things that will 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 act on the most. Then, you can take the opportunity to further your company’s interest as well as your boss’s career.

1. Analyze your bosses’ needs.

You need to know what your boss expects of themselves and what your boss’s boss expects of you. What goals do your bosses have for themselves? For the company? 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 decisions, deferring to the boss, and asking for help to do them better. Wrong! This assumption is a little too simplistic and dangerous. It sets the stage for aligning one’s personal goals with the goals of the boss rather than meeting the needs that the boss actually make a difference.

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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 sharp pencil and try listing your boss’s implicit needs. Paying attention to implicit needs is serious, as these often are the things that will 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 act on the most. Then, you can take the opportunity 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 premise: whenever you ask yourself whether 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 try to add the most value by asking additional questions like these:

- What are the activities I am engaged in when I am contributing the most?
- What are the activities that your boss and his or her boss 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 specific contribution that I should be best positioned to offer to you and the company?
- All of the things that I am engaged in on behalf of this company. What are the areas where you believe that I can contribute the most?

List carefully to your boss’s suggestions and quadrants, It’s About Your Boss.
Corporate Scandal... continued from page 27

Management... continued from page 20

Time Management... continued from page 32

Restaurant Review... continued from page 36 and note that the sushi bar is over in the corner past the meeting room on the far right hand side. Maybe better signage would help.

Omokase also does an excellent philly roll. Their California roll comes with extra salmon eggs on top. Some may think that that makes it taste a little salty, but it really goes well with a cold beer. Speaking of which, they have cold Japanese Karin beer on tap.

Omokase makes a really great Cali Roll with lobster and crabmeat.

This is a new venture by a young couple that does not have a big restaurant chain behind them, but they know how to make people feel welcome. Lunch has become a popular attraction in the area around Omokase, where a couple of good restaurants has been waiting for a long time.

The front office is across the street in Barton Plaza and it was frustrating, back in the eighties, to have to drive into Ontario to find as much as a Mickey D’s. The new restaurants at this corner have added much to the local experience and are as good as the residential area just up the road.

Both restaurants, in fact, are the result of posturing that was the result of a battle between Omokase and Dakro. Dakro’s is a string bean-leaf bird that actually has soybeans inside. Kamiyama serves them fresh and raw, with no flavor, but often served with salt. Both styles have their own fans. I have indicated before that my taste for sushi has been growing as well. Qualities locations continue to pop up and contribute to the growing experience. There are enough now that everyone is able to choose their courses accordingly. Mayor Leon is more acquainted with lunchhouse and besides, he’s a politician, not a critic.

Get a Jump on Your Competition... secure your space in the Inland Empire’s premier reference tool

2008 Book of the Year

 Omokase and I am selected as the winner of the Inland Empire’s premier reference tool. The facility, designed by Douglas Freebody, was scheduled to open on November 30, 2007. The new clubhouse is part of the $55 million golf resort renovation, which includes two 18-hole golf courses and additional facilities. The team members include Tim Wassell, Chris Samuels and Chad Wold. The new facility is designed by Douglas Freebody Architects.

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

Inland Empire Business Journal

Business Journal • Page 33
**Letter to the Editor—continued from page 39**

across the personnel the company will be confronted with. Will they be training the personnel on how they are to be face? Will they know which agency, in more than 100 countries, they will have to serve on? And how do they 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 sizable military presence? Further, how often will 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 mudder guides the sled along the 45 minutes trail run. I was pleasantly surprised and amazed to feel the sled vibrate on my back. Generally, only a musher serves the team. However, for special occasions (in our case it was Valentine’s Day) the future was to enjoy an incredible day of chase between the trees. There are also tours in which you can “drive” the dogs in a similar fashion as the “twilight ride.”

The twilight ride is offered three days a week. The tour is all inclusive and includes dinner and a full bar at the trailhead.

**Dinner at the Lodge at Sunspot**

The Lodge at Sunspot sits 7,100 feet atop the mountain and has both a upscale cafeteria and a lodge-style restaurant. Dinner is generally only served in the evening. However, for special occasions (in our case it was Valentine’s Day) the future was to enjoy an incredible day of chase between the trees. There are also tours in which you can “drive” the dogs in a similar fashion as the “twilight ride.”

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**Tubing and Ice Skating at Snow Mountain Ranch/YMCA of the Rockies**

Large with popular large city and school groups, the YMCA sees the tubing runs located outside the snowy border of Colorado. If I had the funds, I would look at investing in a home on the mountain. The summers are even more beautiful than the winters), as I really believe that Winter Park is one of the least expensive ski resorts. But come visit the resort and see for yourself.”

Just don’t tell too many people about it...may be by the next time I come back I’ll have enough saved!

**Snowcat Tours**

For those that don’t ski or board (or even for those that do), a tour on a snowcat is a great option. Snowcat provides a great way to enjoy the mountain views and learn about the history of the Winter Park area. The next time you are in the area, I would highly recommend the Snowcat Tours. The tours are free and offered daily from 10am to 4pm during the ski season.

**Deal or No Deal**

**continued from page 5**

utilizing a winning clear set of criteria, benchmarking, and 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, creating a list of solutions - even crazy, off-the-wall ideas. By developing a list of solutions, the ability for creative problem solving is increased. All possible solutions are analyzed by reevaluating the solutions for the best alternative or process that would solve the problem.

**No Deal: Decision Making Warnings**

1. Emotional Traps

Emotions often overrule 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 that spend their money on a gold ring can lead to bad decision-making. There was one top basketball player making millions of dollars and endorsements. He had a beautiful wife and new baby — and was one of the most respected athletes. However, when presented with the choice to have sex with another woman, regardless of context, put everything at risk. On the court this player did not let his emotions rule his mind. But when presented with the choice to have sex with another woman, regardless of context, put everything at risk. On the court this player did not let his emotions rule his mind. But when presented with the choice to have sex with another woman, regardless of context, put everything at risk. On the court this player did not let his emotions rule his mind.

**2. Time-pressure decisions.**

Time pressure or clock crunching leads to faulty decision making and choices. Time restraint puts added stress on the decision-maker, and often times forces the manager to manage a bigger task without proper analysis. When a quick decision needs to be made, it is often a bad choice.

Thus it was with the decision of whether to go or not, despite evidence that the decision was correct. There is no evidence that the decision was correct. There is no evidence that the decision was correct.

**PVHM**

**continued from page 38**

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

For more information, please visit www.pvhm.org.

**Computers/Technology**

continued from page 18

adaptable, modifiable, duplicable, usable or simply accessible, while it is still marketable.

The “open source” label came out of a strategy session held in Palo Alto in response to Netscape’s January 1998 announcement of a source code release for Navigator (NCSA 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 term “free” to mean “free as in free speech” and not “free, as in free beer.” Since a great many programs were already free (and still free) because of sunk costs, free software became associated with zero cost, which seemed anti-social.

Thus it was that many of our attendees were freelance computer and website developers who generate their own programming. It became the fact of paying for your work, even though, back at UCR, Professor Qing Qiang is developing a computer that boots up immediately when you turn it on, which writes data directly onto its hard drive, making saving a thing of the past.

In fact, Qiang, a professor of mechanical engineering at the Bourns College of Engineering, to help his or her actualization, can have an outcome and the situation will be positive, then the resulting time will have a high of 641. Many times people are blind to alternatives and other points of view because of overconfidence in their opinions. This type of individual is often surprised to learn that their probability judgments are incorrect, and they are accurately predicted outcomes is unrealistic.

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**continued from page 38**

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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 '80s. Just this past January we reported on the new facility in the downtown Pomona building across from their city hall.

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

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

His best attraction is called a "SLUR." That stands for Salmon Lovers Ultimate Roll. In fact, he is so impressed with specialty in sushi and sashimi at the one at the Mills, You could visit the Brotler a dozen times continued on page 33
March 2007

March 10

10. Searching for that special item in the store and didn’t know where to begin? The Palm Desert Chamber of Commerce Annual Table Top Expo offers endless possibilities for shoppers. Signups are now being taken for the Palm Desert Chamber’s upcoming Table Top Expo on Sat., March 10th at Westfield Palm Desert, local businesses can showcase their products and services to the public from 11:00 a.m. to 4:00 p.m. Located on the north side of the mall, with the glass banners, 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.

March 14

14. Developing a Winning Business Plan, how to step by step of your business plan to implement your goals and vision. Want to appeal to the most sophisticated and professional? Want to make money? Are you considering a career in business growth? The workshop will help you to think like a marketer. Learn how to create a marketable service.

March 27

27. Fisher & Phillips LLP presents “Legally Required Sexual Harassment Training” seminar from 9:00 to 11:00 a.m. at the Palm Desert Center for the Arts, 220 E. Holt Ave. “The Train the Trainer” session is for professional resources 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. For more information call 941 (895-2424).

Business Workshop Series
Presented by SCORE
“Guidelines 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), 5581 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 businesses. This series is 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 on-line pre-registration or $40 cash or check at the door. To register, contact SCORE at www.score14.org.

March 2007


March 17: “Marketing and Promotion—Finding Your Niche,” How can you compete against all those other businesses that do what you do? By developing a marketing program designed to build on your strengths and exploit the weaknesses of your competitors, you will teach them how to think like a marketer. Learn how to create a marketable service.

March 26: “Selling Techniques That Work!”” Is it about being in front of some...
Here’s the thing about Winter Park: it’s so incredibly cool. It just can’t help but stay cool. It’s an alpine gem surrounded by the mighty peaks of the Continental Divide. It’s a place where you can ski Vail, Aspen, or Telluride, and you’ll get the same grandeur as you’d see tucked away deep in the deep-sixed “Ahh!” Mention Winter Park, and you’ll get a somewhat puzzled look accompanied by the question, “Now where is that?”

So when I told friends about my upcoming assignment in Winter Park, sure, enough, the reaction was an almost guaranteed “Wow, where is that?”

Winter Park is 67 miles northwest of Denver and 85 miles north of Denver International Airport, the closest major airport to the resort. And although widely popular with the skiers from the local Denver area, Winter Park is relatively undiscovered by skiers outside of Colorado and in lesser numbers, Southern California; though of course, the majority of its visitors are from the Colorado Front Range. And while the local Front Range skier is a very important market segment for the resort, the resort is poised for some major growth in the next few years—a growth as promising as the Front Range itself.

Winter Park has been owned by the City of Denver since it opened in 1940. In late 2002, Intrawest Corporation, the largest real estate developer of mountain resorts in North America, signed a 50-year lease to operate Winter Park. Intrawest also received the option to buy most of the 186 acres at the base of the mountain. Then just recently, on October 17th, the resort’s shareholders voted to approve an arrangement whereby Intrawest would become a wholly-owned subsidiary of a corporation indirectly owned by Fortress Mountain, which will be accompanied by $5 million invested in enhancements in money in their pockets to the mountain and resort.

Winter Park Resort is located 30 minutes from Denver and 90 miles from Colorado powder every year.
"Thanks."

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

Congratulations on a job well done!

WATSON LAND COMPANY
www.watsonlandcompany.com