Board of Supervisors
Live on Web
by Paul Biane; Chairman,
Board of Supervisors
San Bernardino County

In April, the San Bernardino County Board of Supervisors tapped the Internet to enhance public access to our meetings. A new system called CountyVision allows anyone with a computer and an Internet connection to watch live and archived Board of Supervisors meetings.

The CountyVision Webpage displays a video screen alongside the meeting

continued on page 27

Supervisors Appoint
Patrick A. Petre
 to Head ARMC

On July 10th Patrick A. Petre, an experienced hospital administrator, was appointed by the San Bernardino County Board of Supervisors to serve as director of the county’s Arrowhead Regional Medical Center. Petre, recently served as administrator of Providence Saint Joseph Medical Center in Burbank, will take the reins of the county’s 373-bed acute-care facility in Colton on Aug. 6.

Board of Supervisors Chairman Paul Biane said “Patrick is an experienced health care leader with demonstrated success in both the non-profit and for-profit fields, the county is fortunate to have someone with his credentials available to take on this important role.”

continued on page 8

Liberate American Energy Producers,
Neuter OPEC
Ayn Rand Institute

A recent Reuters report quotes a top OPEC official declaring what price the cartel seeks to bring about: $60 to $65 per barrel, he says, is “appropriate.”

“It is taken for granted,” said Alex Epstein, a junior fellow at the Ayn Rand Institute, “that OPEC, a despicable cartel of tyrannical regimes that coercively limits their oil production to raise prices, can manipulate our energy future on a whim. But such a state of affairs is completely unnecessary: it is a product of U.S. environmental regulations that strangle domestic energy production.

“In a free energy market, the response of competing producers to OPEC-influenced high prices would be to eagerly cultivate new oil sources in America—such as the many untapped sources of oil in Alaska and on America’s coastlines—and to vigorously seek to produce truly practical alternative sources of energy. Such actions would drive oil and energy prices down, and with them OPEC’s ability to manipulate prices.

“However, thanks to environmentalist policies, America’s energy market is anything but free. In the name of preserving pristine nature at human expense, our government has rendered huge oil and natural gas deposits off-limits, has strangled coal production for decades, and has demonized and practically prohibited the pursuit of nuclear power.

“It is only because America has for decades throttled domestic energy producers that the dictators of OPEC continue to wield major influence over our energy supplies. It is time for America to liberate itself from the shackles of OPEC by liberating energy production from the shackles of environmentalist policies.”

Home Repair Grants

San Bernardino County homeowners who are 60 years of age or older or disabled can apply for grants for labor and materials for minor home repairs.

To qualify for the Senior Home Repair Program the applicant must be a resident homeowner for at least 12 months and have annual income of not more than $33,150 for a one-person household, $37,900 for a two-person household, $42,600 for a three-person household and $47,350 for a four-person household. Mobile-home owners are also eligible for this grant.

The County’s Home Repair Grant is available for residents of the unincorporated areas of the County of San Bernardino and its Community Development Block Grant (CDBG) cooperating cities. Applications are available at libraries throughout the county and senior centers, or by calling (909) 388-0925. Funds are limited and prioritized in order of receipt of completed paperwork.
Women in Commercial Real Estate

Mary Kay Bier

Mary Kay Bier is an associate vice president with Burnham Real Estate/ONCOR International in Temecula. Kay has over 16 years of experience as a real estate professional. Mary Kay joined Burnham's North County Industrial Team in 2006, specializing in the leasing and sales of flex/R&D and industrial properties in Carlsbad, Vista, and Oceanside. Since Burnham's expansion to the Riverside County market through its merger with CDM Group of Temecula in October of 2006, Kay has relocated to the Temecula office and is now specializing in the leasing and sales of office properties. Mary Kay graduated from the University of Arizona in 1989, receiving a bachelor of science degree in business administration with an emphasis in accounting and economics. Prior to joining Burnham, Mary Kay worked with San Diego-based ECP Commercial and was responsible for the leasing and sales of over 500,000 square feet of flex/R&D, industrial, and office space.

Adrienne Bernstein

Adrienne Bernstein is an associate and industrial specialist with Burnham Real Estate/ONCOR International in Temecula. Adrienne has over three years experience in leasing and sales of industrial projects throughout Riverside County. During her career, Adrienne has transacted over 160,000 square feet of leases and sales valued over $10 million. Adrienne received her certificate of completion in business administration from the Berkley School of Business. She is a member of the Murrieta, Temecula and Lake Elsinore Chambers of Commerce.

UC Riverside Vice Chancellor for Advancement to go to University of Nevada, Las Vegas

William G. Boldt has a record of successful fund-raising at UCR

After nearly three years as UC Riverside’s vice chancellor for university advancement, William G. Boldt announced that he is headed to Las Vegas.

Boldt currently leads the development, alumni and constituent relations, event management and protocol, government and community relations, and strategic communications units. During his tenure at UCR, Boldt has increased private fund-raising from $11.6 million in 2003-04 to $40.1 million in 2005-06.

Additionally, 15 new endowed professorships were created, more than doubling the number of endowed chairs on the campus.

The Council for Advancement in Support of Education (CASE) recently recognized UC Riverside with two national awards for fund-raising and marketing efforts. One was the 2007 CASE-WealthEngine Award for Educational Fund-raising: Overall Improvement, which recognizes UCR’s exceptional fund-raising improvement over the past three years. The other was a silver award to “111 Facts,” the new student viewbook that was sent to all prospective students.

“My wife, Genene, and I will be sad to leave this wonderful community and our friends, but we will not be far away either in distance or in spirit,” he said. “We now have an outstanding advancement team at UCR. I am confident that they will continue to be successful in securing support and visibility for the campus.”

Boldt said that the opportunity that UNLV is offering is simply too favorable to pass up. In his new position he will be responsible for combining two existing units—development and university and community relations—into a state-of-the-art structure.

The position at UNLV is a return to the state that Boldt called his “home away from home.” Boldt received his bachelor of arts degree from the University of Nevada, Las Vegas.

Duke Realty Enters Market With a Focus on Industrial Property in the Inland Empire

Duke Realty Corporation has entered into the Southern California industrial real estate market with the hiring of Steve Palmer, a 30-year California real estate development veteran. Duke will be looking for strategic investments in Southern California with a focus on industrial/distribution, suburban office, healthcare office and retail development opportunities.

“Duke’s initial focus will be to invest in industrial opportunities in the Inland Empire as well as Southern California’s coastal market,” Duke Realty Executive Vice President of Marketing Eric Slate said.

UC Riverside Spinoffs Among Top 5 in Nation

UC Riverside has a number of companies that have been spawned from the university. The new company called Britevue was formed from the efforts of Graduate Student Grant McCormick and Professor James A. Liptak.

Duke Realty Market With a Focus on Industrial Property in the Inland Empire

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This August in the Inland Empire Business Journal!

News and Features

Want to Motivate Employees? According to customer care expert, JoAnna Brandi, one of the top challenges in any business is helping front-line employees to get and stay motivated as they build customer relationships. She offers managers three tips for successfully dealing with this point.

Make the Most of Your White Space Every manager has white space in his or her day (white space are those gaps in your calendar in-between meetings and other planned activities). Successful managers take advantage of their white space and use it as a time to brainstorm new ideas.

Palm Springs Art Museum - Cultural Icon of the Desert Steven Nash is now the executive director of this inspiring and creative museum. His short-term and long-term goals will bring about a branding effort that will emphasize it as a mecca for world-class fine art.

School’s in Session: A Lesson on Hiring Recent Graduates Selecting the right individual for a job requires a thorough and time-intensive examination of each candidate’s resume, job history, portfolio and references. Accountants gives some tips in do’s and don’t in the hiring process.

Economic Outlook Chief Economist Jack Kyser will spearhead implementations of the center’s strategic marketing plans and coordinate entertainment and special events. In addition, Faustina will manage Riverside Plaza’s website, email and print communications (retailer newsletters), work with local community organizations to promote and host their events at Riverside Plaza, and continue to build and cultivate relationships with retail tenants to maximize sales and foot traffic. "Sean’s long term local residency and extensive experience in the marketing and media fields makes her a great asset to the Riverside Plaza team," says Carol Scott, general manager of Riverside Plaza. With more than 25 years in the retail and media industries, Faustina most recently was public relations director for Pharras’ Lost Kingdom, and project coordinator at RB Marketing Communications. Christ- 5

ducer, vice president and chief executive officer of CVB Financial Corp., and its principal subsidiary, Citizens Business Bank, reported that they previously announced merger with First Coastal Bank, N.A., has been completed.

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. First Coastal Bank was established in 1984. The bank is headquartered in Manhattan Beach and they have offices in El Segundo, Gardena and Marina del Rey. The bank had total assets of $222.1 million, total deposits of $182.7 million and of $154.5 million as of March 31, 2007.

The Inland Empire Economic Partnership (IEEP) has named Greg Wright as its director of public policy and government affairs. He will also serve as the executive director of the Inland Empire Transportation Coordinating Council (IETCC) through a staff-sharing agreement between the two organizations. Wright was formerly responsible for public policy and government affairs at the San Gabriel Economic Partnership in Irwindale. He is a graduate of Claremont McKenna College and the former student manager for survey research at the Rose Institute of State and Local Government. He also served as a page in the U.S. House of Representatives.

Riverside Plaza announces Sean M. Faustina as the new marketing coordinator for Riverside Plaza. Faustina will spearhead implementations of the center’s strategic marketing plans and coordinate entertainment and special events. In addition, Faustina will manage Riverside Plaza’s website, email and print communications (retailer newsletters), work with local community organizations to promote and host their events at Riverside Plaza, and continue to build and cultivate relationships with retail tenants to maximize sales and foot traffic.

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Dutton Report - Budget Update - The State of California is now weeks into the new legislative year that began on July 1st and there still is no state budget.

While General Fund revenues are projected to top $101.2 billion this year, spending is projected to be more than $104.3 billion. I believe, as my Republican colleagues do, that we must get this spending under control if we are ever to elimi-
The Doctor is In at La Sierra

By Joe Lyons

Dr. Randall R. Wisbey

The fresh, well-manicured campus of La Sierra University in Riverside belies the fact that its history can be traced back to 1922 when James L. Robinson was head of the La Sierra Academic and Normal School. Several names and operations later, it remains a liberal arts Seventh Day Adventist institute of higher learning. La Sierra has now chosen a new leader. Randal R. Wisbey became La Sierra University's third president by current operational count, on July 1 of this year. He came to this position from his post as president of Columbia Union College, Takoma Park, MD, a post he has held since 2000.

La Sierra University's Board of Trustees offered the position to Wisbey following a search process established in November 2006, when Lawrence Geraty notified the board of his intention to retire at the end of the current academic year. (Geraty's predecessor, Fritz guy, held the position from 1990 to 1993.) Wisbey announced his decision to the Columbia Union College and La Sierra University campus groups via e-mail on March 9.

"It was exciting to see, first hand, the strength of the university's faculty and staff, the quality of its current students, the legacies of its founder, and its commitment to be a central part of the Inland Empire community and the university's bold vision of social change," Wisbey tells the Business Journal regarding the Riverside campus.

At Columbia Union College, Dr. Wisbey worked with his administrative team to develop new systems and programs to better serve students, including a new enrollment strategy that has had significant results in both attracting students to the campus and retaining them. Fall 2004 saw the largest enrollment of freshman since 1965, and, its current overall enrollment is one of the largest enrollments in the college's history.

During his time at the college, Dr. Wisbey has overseen the development of the college's five-year strategic plan, the construction of the women's residence hall, and the development of a new campus-wide technology program. Having just celebrated the college's centennial, the campus is also looking to the future with plans for further significant campus renewal, including the building of a much needed music education building which will allow the college to better serve its students and faculty, as well as the surrounding Washington, D.C., community.

Prior to his presidency at the college, Dr. Wisbey served for two years as president of Canadian University College in Alberta, Canada. During his work on that campus, the university college enrollment grew by nearly a third, and the institution focused in effect on a new strategic future, and furthered the mission of the university college by intentionally reaching out to students in eastern Canada and from throughout the United States.

Before his work as an Adventist college president, Dr. Wisbey served as associate professor of youth ministry at the SDA Theological Seminary at Andrews University in Berrien Springs, Michigan. He also developed and championed the new master's of arts in youth ministry program at the seminary there.

His primary areas of interest and academic expertise include youth and young adult ministry, generational studies, contemporary youth culture and the inherent opportunities and challenges for transformational ministry within the culture. Beyond his significant involvement in youth and young adult ministries, Dr. Wisbey also has additional interest and notable experience in the arenas of pastoral and corporate spiritual formation.

During his time at the SDA Theological Seminary, Dr. Wisbey built upon the legacy of the youth resource center by creating and serving as the first director of the center for youth evangelism. He was also creator and editor of Gaffe News, the quarterly publication of the center for youth evangelism, and also developed the center's Gaffe Society, a pro-active youth ministry organization.

Before coming to the SDA Theological Seminary at Andrews University, Dr. Wisbey served from 1985-1991 at Columbia Union College in Takoma Park, Maryland. Early in his career, he served as a pastor for two congregations.

While enrolled at Walla Walla College, he was a student missionary in East Jerusalem and served as the manager for English to Palestinian high school students, which played a formative role in Wisbey's understanding of the building, located in Israel, of a service-oriented youth ministry.

Wisbey received his doctor of ministry degree in 1990 from Wesley Theological Seminary in Washington, D.C.

The following are some of the latest real estate activities in the Inland Empire:

Omni West Group, Inc., of Laguna Hills has acquired Hodgdon Miank Construction, Inc. the contract to build The Plaza at Lakeside Medical & Professional Center, a new 56,400-square-foot medical office building on property near the master-planned community of Canyon Estates in Lake Elsinore.

The project, known as Park Plaza, is owned by Hodgdon Miank Construction, with a new 55,000-square-foot medical office building, and a new medical office building in the process of being completed by the first quarter of 2008.

According to Accord and Aaron Miank, president of Hodgdon Miank Construction, Inc., one building is slated for professional offices, while the other is designed for medical offices and includes a patient drop off. The buildings will be sold or leased as office condominiums, and will offer panoramic valley and lake views and feature a high-end Mediterranean design.

"We have created a strong demand for professional/medical office buildings in the center of Lake Elsinore," said Kip P. Dubbs, president and chief executive officer of Omni West Group.

The project is expected to be completed in fourth quarter 2008...

Another Newport Beach-based developer, Pheban Development, purchased 19.5 acres in Rancho Cucamonga on which the company plans to build 406,000-square-foot industrial project. The transaction was not disclosed. The property, which is located on Eighth Street near North Vineyard Ave., was sold by a group of private investors.

Randy Lockhart and Ryan Athens of Grubb & Ellis' Ontario office represented the seller and the buyer in the project. The specific development will include 11 industrial buildings ranging in size from 5,200 sq. ft. to 131,800 sq. ft. in the City of Ontario, the Haven Business Center, a new 28,700-square-foot, two-building office campus, is set to complete construction this month.

The project, under development by award-winning Chino-based developer, The Bergman Companies, is one of the first office projects in Ontario to complete construction this month. The 100,000-square-foot office campus is expected to be ready for occupancy in the first quarter of 2007.

Robert Grey, former UC Davis Provost, was original consultant on UC Riverside's recently approved master educational program. Campus leaders welcomed the news that Robert Grey, a former provost and executive vice chancellor at UC Davis, will serve as acting chancellor in Riverside. Grey will succeed Chancellor Francisco A. Cordero, who is ending her term this week to take on the presidency of Purdue University.

"Bob Grey is an extremely talented and experienced administrator who fully understands and embraces the goals of UCR," said Chancellor Cordero. "As EVC and provost for UC Davis for eight pivotal years, he helped guide that campus to its current reputation as a premier land grant university. In that role the large UC Davis medical school reported to him," Cordero said.

I have enjoyed Bob's thoughtful, wise, and measured approach, his calm demeanor, his good sense of humor, and his ability to work closely with faculty," Cordero said. "His experience as chief operating officer at UC Davis and his many years of service under the UC Office of the President will help insulate the success of UCR's medical school proposal and any continued UC support. I must drive toward AAU status."

Thomas Cogswell, chair of the UC Academic Senate, said the faculty would look forward to working with Grey. "I'm delighted with the news," he said. "He is a former UC administrator with wide experience on a campus with a flourishing medical school, Grey is just the ticket for us. Even better is the fact that he..."
Patrick A. Petre...

In addition to the top spot at Providence Saint Joseph’s 427-bed not-for-profit medical center in Burbank, he has held a number of executive health care positions over the last 25 years. Petre has served as the administrator for two other hospitals—Santa Marta Hospital in East Los Angeles and Rio Hondo Hospital in Downey. He also served as chief operating officer for Glendale Memorial Hospital and Garfield Medical Center in Monterey Park and chief executive officer of San Dimas Community Hospital during his distinguished career.

Petre is a veteran of the U.S. Marine Corps and serves as a reserve police officer for the City of Monterey Park, holding the rank of sergeant. He received his undergraduate degree from Susquehanna University in Pennsylvania and his graduate degree from Pepperdine University in Malibu, Petre, a resident of Arcadia, is married and has two daughters.

The Facility and Challenge

Arrowhead Regional Medical Center is a county government-owned facility that provides a variety of primary and specialty care to residents throughout California’s San Bernardino County and the surrounding region. The hospital has more than 370 beds. Its services include emergency medicine and surgery, as well as programs devoted to behavioral health care, rehabilitation, and women’s health care. Arrowhead Regional Medical Center also operates a regional burn center, as well as a Level II trauma center. In addition, the hospital provides orthopedics, internal medicine, and pediatrics services, and the area’s premier wound care and hyperbaric facility. Petre will oversee over 2,500 employees and an operating budget of over $348 million. Petre replaces June Collison, who resigned in April to devote more time to her son, Darren, a star player on the UCLA basketball team who has professional aspirations.

Arrowhead Regional Medical Center is a state-of-the-art facility featuring the newest technology in the field of patient care. The medical center is the host to a 24-hour emergency department, level II trauma center, three family health centers and the only burn center serving San Bernardino, Riverside, Inyo and Mono counties. It also operates Arrowhead Regional Medical Center Heliport. The hospital is also a teaching extension facility for area medical schools and nursing programs along with certificate training programs in various other disciplines. Built as a replacement facility for the aging San Bernardino County Hospital, Arrowhead Regional Medical Center serves the eight million residents of Southern California’s “Inland Empire.” When it opened in March 1999, it boasted state-of-the-art seismic readiness, a new name and identity, and a sophisticated new way-finding system. From the outset, the medical center recognized the importance of effective way-finding to a visitor’s overall experience.

Being a new facility, the medical center had the opportunity to establish a new public persona as a patient-oriented and friendly place to which the signage project contributed both aesthetically and functionally. Corridors were given street names, terminology was simplified and destinations were spelled out in English and Spanish, to accommodate the region’s large Spanish-speaking population. The signs are also designed to use icons that can be readily updated and changed by the medical center’s own staff.

### DUFF & PHELPS/INLAND EMPIRE BUSINESS JOURNAL STOCK CHART

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<th>THE GAINERS</th>
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### 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

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<tr>
<th>Stock</th>
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<td>Hansen Natural Corp.</td>
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<td>Watson Pharmaceuticals Inc.</td>
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<td>Fleetwood Enterprises Inc.</td>
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<td>HOT Topic Inc.</td>
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<td>PPF Bancorp Inc.</td>
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### Monthly Summary

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

**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 sin’d is innocence"**

Sir William Davenant

1660-1668

10681 Foothill Blvd. Suite 280 Rancho Cucamonga, CA 91730

(909) 980-0630 fax, (909) 948-8674
Motivation
Want To
Motivate Employees?

According to workplace happiness expert JoAnna Brandi, one of the top challenges in any business is helping front-line employees to get and stay motivated as they build customer relationships, customer satisfaction, and customer loyalty. She offers managers three tips for success, designed to address the common pain point in business created by an environment where employees are inspired to be and do their best.

I’ve traveled all over the country to teach people from the top about the world over customer care, customer loyalty and workplace happiness. It’s given me a thorough understanding of the pain points that businesses face each day, and one big challenge for so many is motivation.

It’s tough to motivate employees to consistently create the kind of positive customer experiences that lead to customer loyalty. It’s like customer care; you can’t “mandate” motivation any more than you can “mandate” that front-line employees feel genuine care for your customers. And the challenge can never be fully resolved if managers don’t learn more about what makes their employees tick.

The bottom line: One size does not fit all when it comes to motivating all of your customer-facing employees. Different people are motivated by different things, and you should never assume you know what they value.

Motivation is directly linked to what an employee values. Uncover what they value and how they perceive the world and you’ll have the key to what it takes to motivate them to be and do their best, to go above and beyond to build trusting and loyal customer relationships! Today, more than ever, creating happy, engaged and willing-to-say-great-things-about-you-customers is key to long-term profitability.

Put these three action steps to work and then incorporate what you learn into your motivation initiatives.

1) Learn how to do the multigenerational dance

Today’s workplace is comprised of four distinct generations, each having very specific needs and desires. While the WWII generation typically expects respect, authority, Gen X is self-reliant and tends to seek work/life balance. Baby Boomers tend to look for meaning in the ways they make a living while the youngest generation, Gen Y, is looking to be recognized for their efforts. Though these generalizations exist, there’s a great starting point for beginning to understand what your staff members really want. Our belief systems are not completely formed by the time we are 14 years old. Understanding a little about what was going on in the early years of each generation really helps you understand their world view.

2) Money isn’t everything

Be mindful that when it comes to motivating employees, money isn’t the be all and end all. Want proof? My friend and colleague Mel Kleiman (the world’s leading authority on recruiting, selecting and retaining front-line hourly employees) offers this simple test: Write down four words. money, opportunity (growth and challenge), recognition and lifestyle. Rank them one through four re: the value of importance. People are always surprised to learn that nine out of 10 people do not just marry money in the number one slot. Be sure to share this test with your team as well as to encourage people to share their results.

3) Motivation is both an inside-out and an outside-in proposition

Promote your employees with a balance of intrinsic and extrinsic motivation. Intrinsic motivation comes from within an individual while extrinsic as the name implies, is being motivated from outside of you, such as when someone is able to connect with their personal passion with something work related.

By putting these tips into action, you’ll be off to an excellent start in “creating an environment where your employees feel good about themselves in your presence, and are inspired to perform at their best.”

For more information, visit: www.AutoGrpMeetingManagement.com

Make the Most of Your White Space

By Vince Thompson

Every manager has white space. And numerous successful managers take advantage of their white space and seize the opportunity tostorm new ideas or work on things outside their normal job scope.

What exactly is “white space”? White space are those gaps in your calendar in between meetings and other planned activities. Many managers fill that time by replaying or making phone calls while others—especially front-line employees—connect with people who are certainly important, it’s not always the use of white space.

In fact, those managers who are truly successful and fulfilled their use white space to connect with personal passions with their professional goals.

For example, consider the story of Steve Jobs, co-founder of Apple Computers. When Jobs was in college, he took a class in calligraphy and developed a love for the calligraphic style of writing. Years later, when he was helping to design the first Apple computer, he questioned why users had only one font choice, especially considering that calligraphy and other fonts were powerful for expressing ideas.

As a result, Apple computers were the first to have multiple font choices, which in turn accelerated font availability in DOS based computers. That’s just one example where you can do something meaningful with white space.

White space activity has to connect to your passions or hobbies. Sometimes simply using your white space to do hobbies you love, things differently is enough to give your company the competitive edge it needs. In order to use your white space to create new opportunities for your company, consider the following suggestions.

1. Study the business of your passion.

No matter what your hobby is or passion, it may be an entire industry devoted to that one thing. So study the business of your passion and look for parallels that you can bring into your company. For example, suppose you work for a computer company, and your passion is NASCAR. If you were to study the business of NASCAR, you’d learn that NASCAR is able to take category exclusive sponsorships and cut them down to a granular level. Inquire about the idea, you may start thinking how your company could duplicate this same thing. Perhaps you come up with the idea to sell category exclusive sponsorships to software, hardware and peripheral companies, where they get advertising space on your company’s white space. Not only does this help your company form relationships with other vendors, but it also helps increase your company’s revenue.

The goal is to take aspects of your passion or hobby and see if you can apply it to your company in any way. Use your passions to “connect the dots” at work by uncovering new solutions to challenges and unique opportunities for growth. If you’re going to use this white space to make a positive impact and know and are ultimately going to give you ideas you can act upon.

2. Network outside of your industry.

Another option is to spend your white space time talking to you’re peers in other industries. Go to their events, trade shows, and conferences to get new ideas for how your company could work with them to solve problems. Doing so enables you to get a completely different perspective on how to address challenges your company is facing.

Also, develop relationships with people who are at a similar level as you are or who have a similar scope of responsibility as you and who work in completely different industries. So if you’re working in a software company, for example, talk to accountants in manufacturing or professional services companies. Your standards, ways of doing things may be very different, but your peers have likely come across some ideas and solutions that you can apply to your company.

3. Be your competitor for a day

Use your white space time to write your competitor’s desktop. This will help you understand what your competition is saying about themselves and what the opportunities are for your company. For example, if you worked at Dell and had to write a sales pitch for Compag, you would ask yourself what you would say about Compag that only applied to them. This is a great way to explore true differences between your two companies and could figure out how to capitalize on those differences.

A variation is to use your white space time to think like your customer. If you’re looking for the products or services your company offers, what would you say? Write out a list of the top 10 things you would look for in a product or service provider. Then you can assess how well your company really meets the needs of your ideal prospect.

4. Make the Minutes Matter

We all have parts of our job that are not completely defined. We all also have time in our day that’s unaccounted for—white space in our daily calendar that’s prime for opportunity. So really look at what you’re charged to do and then assess how much leeway for creativity and unconventional thinking you have.

Realize that outside of your regular job or tasks, there are wonderful things you can do for your company that doesn’t directly relate to your job and what skills you have. In fact, many business success stories are of people who drew on the last and otherwise unrelated interests and brought that into the business. So don’t be afraid to explore your passions. Look to the business behind your passions. Keep an eye on the business landscape, talk to other people in various industries, and be open to different perspectives. When you have a variation on an unconventional thing, carve out some time to do that in the white space of your week. You may only have a few hours of time during the week, but those few hours can make a world of difference.

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

For August 2007 Issue
The recent "Tightwad Zone" marathon on the Sci-Fi Channel served to remind us of the great technology-run-rampat-pamper-panama of the Cold War days. A world run by machines and computers would destroy humanity.

Well folks, this is the 21st century and guess what? Technology won.

We have volunteered our enslavement to iPods, XM radio, X-Boxes, GPS, Bluetooth, Blackberry and HD.

We have even given new meanings to things like "minutes" on our phones and "miles" on our credit cards.

And all of this new living comes with surcharges, monthly subscription rates, automatic deductions and additional fees.

And we pay it. Usually.

One recent complaint that has come to the attention of the Business Journal involves a Sprint phone subscriber who has a combination cell phone and home phone contract. He explained to me that provided he doesn't go over his minutes, his long-distance calls are free.

It has been the better part of a decade since I last spoke on the subject of shopping cart theft, but back then I knew that the word "theft" was not.

But theft it was.

Stater Bros. tells me that the average shopping cart today costs about $100 based on a bulk rate. If I took that much money out of any account, I didn't realize they had not being paid.

No money, no lights.

Gratefully, a part of the high cost is new rubberized coatings which help to prevent theft. When I couldn't reach anyone on my cell phone through Cingular, I switched to Verizon. Cingular demanded an extra cancellation penalty.

I complained, saying that a lack of service was a violation of my contract with them. Not only did they guarantee my payments, not my service. It's in the fine print somewhere.

We might like to think that such services today are just a part of modern living. But with computerized bar coding there waiting for us to go five minutes over on our usage so that they can slam us for six times the amount due, and claim it's contractual and legal, is just wrong.

Let me repeat myself. It is wrong.

(Oops, I think I went too long.)

There is a shopping cart down at the end of my driveway.

The manager of the local Firestone promised about an hour or 40% off. That can't be right. Or can it?

Actually, according to Sprint, it can. An average charge of even 25 cents triggers the other charges. The biggest of them is what amounts to a charge for a phone every month. This is rather like the companies that are now planning to bill you for TV "a la carte" as a monthly statement, instead of an automatic electronic deduction from your account for payment each month, they will charge you on a monthly statement instead of an annual bill. They authorized Edison to deduct my monthly state-ment from your account for payment rather like the companies that deduct the amount of taxes from your paycheck instead of an annual itemized tax bill. As it happened recently, he hadn't noticed that even the theft of a cart causes when they get abandoned in the lot and roll into your vehicle.

It is a crime of convenience. Little old ladies put these home with their groceries in them and then abandon them in the parking lot. Office workers use them for interoffice mail delivery. The cost of the shopping carts, the cost of shoplifting, gets passed on to you and I, the consumers.

Attempts continue to work against this practice, much to no avail. Shortly after my last comments on this, Stater Bros. put up signs explaining the law that people were violating. They tried to sell alternative cart systems for people to haul their goods home in. That effort continued to work.

Stater Bros. has also reverted to the "deep" cart for customer convenience. The shallow cart, which they had hoped, would discourage theft, can now be seen at the time and energy that goes into developing quality, long-standing relationships with every possible customer. It is much easier to service the customer, make the sale, or accomplish the sales goal. Achieving and surpassing your goals determines success, not the warm and fuzzy of building a relationship with prospects and clients, right?

If you continually strive to build a relationship with potential or current clients, you'll find that even the toughest objections may not be the end of the relationship.

Today's marketplace presents aggressive quotas and almost impossible deadlines. In that kind of environment, many salespeople focus on numbers of prospective clients rather than focusing on building long term relationships. For many sales professionals, thinking long term on a customer-to-customer basis is not worth the time. It can be often more difficult to think of what the customer could potentially purchase, who the customer could refer in the future or how long the customer may stay with the company.

The trick is, the sales strategy does not have to be an either/or plan. It is a proactive decision to have this long-term mindset before you speak with any prospective clients. To clarify this sales position, the following questions are imperative to ask:

Are you making a sale or making a customer for life?

Sara, a pharmaceutical sales representative hoped that her repeated visits to this doctor's office would eventually pay off, just as she had for years of hard work. She finally walked into this office today, she was met with a great amount of resistance. The nurse asked her if there was any doctor's signature, a practice against Sara's company's (and perhaps the state's) ethics. She stood her ground, upheld the code and disappointingly left the doctor's office, thinking she just lost a potential large account. Eventually she was able to get past this rejection and change her focus to view this office as a long-term customer. Suddenly, this was just one object that she had to find a way around. She arrived in the other office and eventually was asked to leave samples while she witnessed the doctor writing.

Tip #1: Be proactive, envision successful long-term relationships with each and every client. How do you do that? Think about your client relationships? Do you focus on that one large sale? Do you look at them as a lifelong customer? How do you think a relationship can directly impact how you overcome objections? How you overcome objections directly impacts how you think they want.

Are your needs same as the clients' needs?

Matt was in the market for a patio for his new home. He kept negotiating with the contractor, trying to get a better price. They both were within $500. Matt knew if the price came down $500 he would be within his budget and would be comfortable moving forward. The contractor's position was, "We can't go below number$. We will throw in a fire pit." Neither Matt nor his wife had expressed interest in a fire pit even though it was a popular feature at the time. Matt could not be convinced even after the offer was withdrawn.

Frustrated with the process, Matt found another contractor, advertised in the Yellow Pages, who listened to what he needed and the deal was signed. The patio was installed. While a much lower price, it is the high-quality merchandise for most customers - because of the quality of the work and product, and because the contractor was attentive to the customer's wants and needs - he ultimately had five more sales from this person as well.

When neighbors learned of Matt's positive experience and saw the finished product, they arranged to have patios installed, too.

Tip #2: Don't begin the sales process with what the customer wants. Wants. Eliminate your preconceived ideas about the client's needs, as difficult as it may be. How do you do that? How do you think about your client relationships? Do you focus on that one large sale? Do you look at them as a lifelong customer? How do you think a relationship can directly impact how you overcome objections? How you overcome objections directly impacts how you think they want.

Tip #3: Set yourself apart. Can you think of a time where you were a completely new face. A customer wanted a price. They had been at the store for months. When you called out to a guy in a Red Sox cap, you couldn't get an answer.

"You" thought about what you would say that you liked them. Do your customers feel that you like them? Do you know their names, their spouse's or kid's names? Do you know how their business is doing? Do you know what they like to do in their free time? Where are you? What do you think that is the value to the customer? Hear them, and respond accordingly. Could you really 'like' your customers? You can buy cheese and meat anywhere. There is a place that your wife and I frequented for years that had nothing but a high-quality Italian delicatessen where we always go to buy our meat and cheese. They are more expensive and a little out of our way. So, why would regular customers choose there? They say, "Ah, that's where we go to get the best." At least, that is how we feel we walk in.

We are greeted, by name, in the way that we would want to be treated (shouting over the counter), then ask them about our family and business. They do this for every customer. They remember my name, my wife's name and they pick up where we left off. It's last visit. Every customer (we continually witness this) is greeted in this same way. Nowadays, many retail outlets barely know their customers, can't seem to remember their names, nor do they seem to care. How has this deli set themselves apart? They are more expensive than others but they are located out of the way, however, they like their customers and they show it, each and every time. Of course, this indicates that they are either in place of the high-quality service and products they offer.

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UCR reacts... continued from page 7

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ing worked to help develop our initial plan for a medical school, he is no stranger to the campus and the community. My colleagues and I welcome the opportunity work with him.”

UCR’s Executive Vice Chancellor Ellen Wartella said, “We are very lucky to have him. He is a wonderful choice because he is committed to moving forward on our medical school and his many productive years at Davis prove that he knows how to work with the Office of the President. I look forward to a productive period for our campus with Bob Grey at the helm.”

Grey served eight years as the chief academic and financial officer at UC Davis and as the chief governance official for the UC Davis Medical Center, before leaving in 2001. Before that, he was the founding dean of the Division of Biological Sciences at UC Davis.

His research field is cellular and molecular biology, and he is a member of the UC Davis faculty starting in 1967. Grey graduated from Phillips University in Oklahoma and received his doctoral degree from Washington University in St. Louis, where he taught and conducted research before joining UC Davis. Grey has also served as consultant for a number of universities on academic issues and has served on numerous advisory boards and committees.

In making the announcement, UC President Robert Dynes said Grey is the right choice for the campus. “The strength of his leadership background, his knowledge of the University of California, and his understanding of the key issues pertinent to UC Riverside make him an excellent candidate to serve as acting chancellor.”

Grey said he was honored to be selected. “From my previous stay there I know that the campus is blessed with an excellent faculty and an excellent Chancellor Cordero, who developed a vision for the campus that was bold and exciting and I intend to sustain the momentum generated by that vision.”

Grey has received many awards, including the Distinguished Teaching Award of the Davis Division of the Academic Senate, the Magna Honors Award for Outstanding Excellence and a distinguished alumni award from Phillips University. He is a member of the American Society for Developmental Biology, the American Society for Cell Biology, the American Association for the Advancement of Science and the Sigma Xi and Phi Sigma honorary societies.

A national search for the permanent UCR chancellor will be announced, involving a committee of faculty members with representation from students, staff and alumni.

Dutton budget report... continued from page 5

last seven months, Revenues for June came in more than $300 million below projections and that is all the more reason we must control our spending.

If we don’t work to permanently resolve this problem now, then we are going to place this debt squarely on the backs of our children.

Next year, (2008-09) for example, the budget deficit is projected at more than $6 billion.

While I’m disappointed that we are once again dealing with a late budget, I’m even more disappointed that we annually continue to have this spending problem. I won’t vote for a budget this year or any other year that doesn’t begin to permanently address this issue.

The Man With One Button

By J. Allen Leinberger

Dutton budget report...

Wireless isn’t necessarily wireless.

What my phone bill calls wireless is actually my cellular phone. Cellular uses the cells, which are those towers, disguised as trees because we don’t like to see the antennas. Once you’re out of range, you lose the signal and the conversation goes sour. These devices are great conveniences, but it can be costly. You either get an expensive plan that gives you enough minutes to get a cheap plan and bundle a package when you go over your minutes.

This month’s LE BJJ commentary: “Paying the Piper.”

Satellite phones are bulkier and work from everywhere, but from what I see on TV, they are only good for calling the CIA headquarters in Langley, Virginia. Wi-Fi can be cheaper by far. It is a VoIP, or Voice Over Internet Protocol, system such as Skype or Vonage. As for equipment, there is no better deal than the one offered by WorldTel. The company would make a call from the lady of the phone company, through its home system, to the concise of the Ritz-Carlton in London, England on the premise of checking the weather before arrival. Either it worked or he tried, or he has a friend with a very credible British accent.

Don’t lose an important personal VoIP speed dial number from the cell phone to the home computer, but you can register up to five cell phones to each system. It also can accommodate a wireless home phone, eliminating as many as 11 home phone surcharges.

In fact, there are no charges for the 1 button system other than the initial cost. If you trade your contract, no monthly fees, no roaming fees, no overcharges and no unused minutes.

It can work with PDA’s, BlackBerry’s, Trim’s, cell phones and office phones. It includes things that are generally expected of a phone, like Call Waiting, Caller ID, Speed dial, call hold and credit card. It can make a custom greeting and can be converted to e-mail.

The ultimate goal, of course, is quick, cheap communication. The days of ceramic phones with rotary dial and special appendages to call your bank or VD or Vonna is gone. Gone are the days of rotary dial and the days of pay phones. The days of pay phones are over. We are in a wireless age.

But it won’t work “dummier—proof beyond belief.” It also makes it work “from a marketing aspect, not a telecom aspect.”

“No hot spots, no laptops, no wireless adapters any more,” he continued. “It eliminates the calling card.” Right now Lipman is taking orders for his device, and he has over 200,000 pre-orders. He is using an informal-commerce format to get the word out and admitted that our conversation was his first own interview and demo that he has done. We continued on page 24
Saffron’s at the Guasti Villa

By Joe Lyons

It began 17 years ago.

Linda Rouyer and her mother, Sherry, opened a small catering service in Upland named Paris LA. The name came from a desire to sound elegant and big-city instead of just another local food service.

Demand exceeded expectations. More was asked for than was anticipated. It became obvious that a facility was needed where food could be prepared and served, which would also provide the elegant and exotic sort of atmosphere that customers seemed to want. Several sites were considered, and after much consideration, the old mansion at Guasti was selected.

But that was just the start of things.

Guasti needed a great deal of work.

Today, having changed the name to the Guasti Villa, is the site cleaned up and well maintained. The old mansion at Guasti was built in 1900. The style, an Italian Baroque, is regarded as the finest example of its kind in America.

Today, Saffron’s is a spice that is used to enhance foods from an increasing number of countries, implying the ability to create any specialty the clients may demand.

And today they demand more. As companies and families move out of the Imperial Empire from towns to the west of us, they bring with them new sophistications and new demands.

The day’s Swedish meatballs and cheese plate are long gone.

The day’s dining experience is not unusual where food could be prepared and served. Which came from a catering service to serving lunch in the next room as a typical undertaking. While serving dinner, Saffron is a spice that is regarded as the finest example of its kind in America.

Today, Saffron’s was one of the first dining facilities to begin in Irvine or Beverly Hills. And today they demand more. As companies and families move out of the Imperial Empire from towns to the west of us.

Saffron has become a “nail and plumbing.” Harkening back to the wine-and-food era, which began at the Guasti Villa, Saffron’s at the Guasti Villa, 1715 E. 1590 Archibald Ave, P.O. Box 1801, Commercia, CA, 92507-9999.

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Palm Springs Art Museum - Cultural Icon of the Desert

It is said that the threads that weave together the fabric of a community are made up in part of The Fine and Performing Arts, and that the support given to “The Arts” is a direct reflection of a community’s soul, and so it is with Palm Springs and the Coachella Valley. The appreciation and devotion to The Arts is not only reflected by its supporters but in fact that so many world-class artists have sought the desert valley as a place for inspiration and creation.

The Palm Springs Art Museum has been the paramount icon for the fine arts in the area for over six decades. It is located in an architecturally significant E. Stewart Williams-designed building near Palm Canyon Drive in the center of downtown Palm Springs. The art museum’s 83,000-square-foot structure is the centerpiece of the museum’s 125,000-square-foot complex.

The PS Art Museum and complex is like a living and breathing creature always growing and creating itself anew. Its newest morphed form is now under the direction of Steven Nash, executive director, who relocated four months ago to Palm Springs from Dallas, Texas. Part of his new direction for the museum is to set new bars of excellence for their multi-faceted missions. The museum’s annual budget is $7.7 million; $2.6 million restricted grants, $1.2 million unrestricted grants, general donations, Annenberg Theatre rental and ticket commission, lecture admission, gift shop sales, and other ancillary income.

Nash’s short-term goals, in part, for the museum will be to establish copacetic inter-department relations while seeking creative input to bring about a brand-building effort that will emphasize the museum as a mecca for world-class fine art. Acquisitions and museum exchanges are in the works as well as renovation of some of the museum’s facilities. “The PS Art Museum also has a new board of directors, and an atmosphere of confidence and purpose of direction will rock this museum into the new millennium,” Nash notes.

Long-term goals include invesigation of expanding the current facilities; possible development of the museum’s surrounding property with supportive mission objectives; and expanding community outreach. Nash says, “...with the obvious expanded growth in Palm Springs and Coachella Valley, we are looking at possible Valley satellite facilities. To take on that scope of vision we have to explore facility and operation funding decades in advance.

The museum’s permanent exhibits are displayed in roamy galleries which include modern and contemporary American works, classic western American art, collections of Native American and Mexican-American art as well as an extensive collection of American photography. Lectures and educational programs for all ages are offered in the Annenberg Theater which seats 433.

Museum History

This fine art museum first opened in 1938, the same year the City of Palm Springs was incorporated. The museum was founded by Don Adrian, a college administator with a geology degree and a penchant for promotion and development. Adrian’s dream was shared by two earlier Palm Springs’ naturalists—Emden Jager who started a nature club from among the town’s 70 residents, and Theodore Zeschke who, in 1932, became naturalist-in-residence at Deep Well Guest Ranch and created a nature trail that included various plant and animal exhibits. Adrian’s 1938 museum opened to a rocky start and operated on a shoestring, but continued to grow with sporadic contributions from the growing population.

In 1952, Philip Boyd, a local rancher and museum trustee, together with Dr. Edmund Jager and Desert Magazine publisher Randall Henderson, convinced the museum board to establish a wildlife sanctuary by leasing acreage in the Palm Desert at the base of the Santa Rosa Mountains. The Palm Springs Desert Museum grew rapidly in the 50s and 60s, expanding its focus to include performing and fine arts. By 1980, the population of Palm Springs had grown to 171,000, and there were 7000 visitors a year to the museum.

The need for fine arts and the performing arts continued to grow across the Valley where Hollywood had discovered as a place to vacation and eventually retire. And, the current facility, finnished, built, and opened in 1967 with 4000 people in attendance. In the meantime, the Wildlife Sanctuary in Palm Desert separated and became an independent entity.

What began as a museum about the desert has evolved into an oasis for the arts with modern and contemporary American works by artists such as Robert Motherwell, Helen Frankenthaler, Duane Hanson, and Mark D. Soovar, contemporary California painting and sculpture by Sam Francis, Edward Ruscha, Robert Arneson, Oliveira, and others; Studio Art Glass by Dale Chihuly, Howard Ben Tré, and William Morris; and classic Western American art by Thomas Moran, Charles Russell, Frederic Remington, and others.

Galleries and Collections

Miranda Rights of Customer Service

By Peter Shankman

Remember the last time you had excellent customer service? How about the last time someone went above and beyond for you at the local supermarket?

No? Most people don’t.

But most people do remember the last time someone screwed up their order at the local drive-thru.

In today’s society, the normal expectations are bad customer service. Therefore, if you work in any service business—from McDonald’s to an advertising agency—you’re guilty until you prove yourself otherwise.

With that, consider these service business Miranda rights. Your customers have the right to remain loyal. Anything you say can and will be used against you in a court of customer service. You have the right for a customer to represent you in a court of public opinion. If you cannot find a customer to represent you, following these tips will prove your innocence when presumed guilty of bad customer service:

1) Never forget that society is always thinking, “they’re gonna screw it up anyway.” It is the expectation that a drive-thru will give you a soda with ice when ordered without. The dry cleaner is expected to not have your clothes ready when they say they’ll be ready. Why? Because consumers have been conditioned to expect the worst. So treat your customers at least one level above bad. Doesn’t even have to be great, although aiming for great service not only helps make you look not guilty, but innocent.

2) Go above and beyond. Remember the adage “Under promise and over deliver?” Sadly, the majority of service-oriented businesses do the opposite. Ever try to redeem a coupon only to find that it’s not accepted? Or ask for something out of the ordinary, and not be “allowed” to do it? It could be as simple as “extra pickles, please,” or as complicated as a rush job on a Friday afternoon. If you’re servicing the customer, surprise them and do that extra little bit without hesitation. It will work wonders—not only will it shock your clients, but it will make your company beloved. Not a bad way to be when you have competitors all around.

3) Got a customer that’s complaining? Find out why and make it better. “Oh, it’s just one customer,” you might think. “Oh, it’s one client we didn’t need, anyway,” you might say. But it’s not. Remember that whole “you sleep with him, and you’re sleeping with every person he ever slept with” public service campaign a few years ago? Same thing. You anger one customer and you’re angering everyone in his or her circle. If you’re lucky, it’s only a few hundred people. If they have a blog, their circle is over 3,000 people. That’s 3,000 potential customers you’ll never get a chance to make happy. Work the problem immediately, find the solution immediately, before it becomes bigger than you.

4) The best marketers never market—they let their clients or customers market for them. One time when a consumer had a problem with an airline, he called the airline, and it was made right. You bet that that consumer went out and told all their friends how the big airline went out of their way to fix the problem. Not only does the airline have a customer for life, but that customer will gladly tell all their friends how great the airline is, too. Do outrageously above-and-beyond things for your customers and clients, and they’ll go outrageously above-and-beyond when they talk about how great you are—that’s the best kind of advertising there is.

5) Turn problems into solutions. Be it grand scale or local, you can become the hero with just a little planning. Major news breaks in your client’s industry? Call all the sources together and put a working document together on what they can learn from it, and how they can prevent it from happening to them. Don’t bill them for it, do it for the good Karma. Make sure your customers know that whenever they come in, they can read the local paper for free, or maybe use your free Wi-Fi, just because. Perhaps from March 1 to April 15, you can strike a deal with a local accountant to offer free tax advice to your customers. The accountant gets exposure, you’re brilliant, and customers love you.

In the end, figuring out how to stay ahead of the competition usually requires just a little bit of scheming, but a heck of a lot of common sense. Follow the rules above, and the latter is accomplished for you.

Peter Shankman runs the Geek Factory, Inc., a public relations, marketing, and crisis management company in New York City.
**REGISTRATION - WOMEN & BUSINESS EXPO**

**Name:**
**Company/Organization:**
**Address:**
**City:**
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**Conference Registration is $89 per person
Group of 10 or more is $85 per person**

**COMPANY TABLE OF TEN $695**

* I am enclosing my (check/money order for the amount of $__________

Please charge my (circle one):
- MasterCard
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* Exp Date:  ______________ Signature:  ________________________

**Cancellation:** 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 August 15th. For a full refund (less $25 cancellation fee), no exchange can be granted after August 15th.

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

**RESERVATIONS MANDATORY (909) 482-4700**

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**WOMEN & BUSINESS EXPO**

**PRESENTED BY**

**INLAND EMPIRE BUSINESS JOURNAL**

**LOCATION - DOUBLE TREE HOTEL - ONTARIO**

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**SAVE THE DATE SEPTEMBER 14TH, 2007**

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**KEYNOTE SPEAKERS**

- Deborah Wahl Meyer
- Tippi Hedren
- Cloris Leachman
- Lindsay Wagner

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**WOMEN & BUSINESS EXPO**

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**TOYOTA DEALERS OF SOUTHERN CALIFORNIA**

**BUSINESS EXPO**

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**DEBORAH WAHL MEYER**

Deborah Wahl Meyer is vice president of marketing for Lexus, the luxury division of Toyota Motor Sales, U.S.A., Inc. Previously, Meyer served as corporate manager of marketing communications for Toyota. She was responsible for managing all marketing communications and advertising for Toyota's vehicles. Before joining Toyota Meyer spent a number of years developing brand and marketing strategies for various automotive nameplates, including Lincoln-Mercury and Mazda. She also held the position of brand manager for Ford in Sao Paulo, Brazil. Prior to joining the automotive industry, Meyer worked on new product launches for W.E. Gore & Associates in France and The Chase Manhattan Bank, NA in New York. Meyer was named one of the 100 most influential women in the automotive industry by Automotive News twice and has also been inducted into the American Advertising Federation Hall of Advertising Achievement. In November 2006, she was named the captain of Event Marketer Magazine's Marketing Dream Team, as well as part of Advertising Age's "Marketer of the Year" award for Toyota, Lexus, and Scion. Meyer serves on the Board of Directors for the Association of National Advertisers(AAA). She also serves on the Hall of Achievement-AAF Committee and as of 2005, serves as a trustee for the Long Beach Museum of Art.

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**TIPPI HEDREN**

Hedren was born in New Ulm, Minnesota. Her father ran a small general store in the small town of Lafayette, Minnesota. As a teenager, Hedren took part in department store fashion shows. Her parents relocated to California while she was still a high school student. At 18 she went to New York and began a professional modeling career. Tippi Hedren was discovered by Hitchcock, who was watching "The Today Show." He was taken by her distinctive walk and attractive toss of her head. This is where Tippi's acting career took off. Some, of over 40 film credits, include "The Birds," "Marnie," "A Country From Hong Kong," "Pillow Talk," "Through the Eyes of a Killer" and many, many more. Perhaps Tippi Hedren's most unique endeavor is being "don mother" and close friend to 60-old big cats, including lions, tigers, leopards, and cougars, at The Bear Foundation's Shambala Preserve near Arcata, California. The high desert animal preserve is home to the felines and pachyderms and was first established as an African-type set for the motion picture, "Rome," which Tippi co-produced and starred in with her daughter, film actress Melanie Griffith. After the five-year filming was completed, it became the current, non-profit center for big cat care and research. In keeping with her outlook on the environment and conservation, many of Shambala's residents are cast-offs from private owners, zoos and circuses. "They're living out their lives in safety and comfort." The preserve is open to the public on a reservation basis. Tippi is founder and president of The Bear Foundation and resides at Shambala in a cottage surrounded by big cat compounds.

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**CLORIS LEACHMAN**

Leachman, the island of three sisters, was born in Des Moines, Iowa, USA, to Buck and Conni Leachman. She majored in drama at Northwestern University. After winning a scholarship to the drama program, Leachman ended up acting in New York City at the Actors Studio. She appeared in many live television broadcasts in the 1950s, including such programs as "Suspense" and "Studio One." She was also one of the Bancroft Girls in the 1960s. Her feature film debut was in Robert Aldrich's film noir classic, "Kiss Me Deadly." Leachman has won numerous awards during her lengthy career. She won an Oscar for Best Supporting Actress in the Lost Pictures Show. Leachman has also won a record-setting eight primetime and one daytime Emmy Awards and been nominated over 20 times for her work in television over the years, most notably as the character of neighbor/landladyfriend Phyllis Lindman on The Mary Tyler Moore Show. The character was a feature on the program for five years and was subsequently featured in a spoof series. Phyllis. Leachman was nominated for a Sag Award for her role as the wise-acted, frontier jazz singer and grandmother Sixtine in the feature Strange Brew. In 2006, Leachman's performance alongside Sir Ben Kingsley and Annette Bening in the HBO special Mrs. Harris earned her an Emmy nomination for outstanding supporting actress in a mini-series or TV movie as well as a Sag Award nomination for Outstanding Performance by a Female Actor in a Television Movie or Miniseries. On May 14, 2006, she was honored on honorary Doctorate in Fine Arts from Drake University.

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**LINDSAY WAGNER**

Wagner was born in Los Angeles, California. When she was seven years old, her parents divorced and her mother moved with her to the northeastern Los Angeles neighborhood. She was working as a hostess in Playboy After Dark. However, it wasn't until she co-starred in a feature film called "Miss America" with Sharon Stone that she was discovered. Wagner later appeared in a number of TV movies and television programs. She is known for her role as the wise-acted, frontier jazz singer and grandmother Sixtine in the feature Strange Brew. In 2006, Wagner's performance alongside Sir Ben Kingsley and Annette Bening in the HBO special Mrs. Harris earned her an Emmy Award in 1977. In 1983, she wrote a series of books with Robert M. Klein about using acupressure to achieve results akin to a surgical facelift. Wagner is the author of the book "The Young Circle Project" and is an active supporter of Girls Talk Circles.
Monterey Bay Aquarium... continued from page 44

admission. Clear information on all other levels is available, and you will leave with an intimate up close and personal overview of others. This $3.6 million special exhibition is scheduled to continue into 2010 featuring interesting species not only on the tiger but also how important wildlife conservation is to our planet.

An amazing offering
Another amazing offering is a small display of seahorses. Here is an intimate look at the remarkable, fragile lives of sea horses and the threats they face in the wild. This is a fascinating introduction to six different varieties of these engaging fish: with a head like a horse, a belly pouch like a kangaroo, a prehensile tail like a monkey, and the ability to change colors like a chameleon, seahorses are as unique as any fish can get. By all that weren't enough, their most unusual claim to fame in the close-knit kingdom is that it is the male that carries the eggs, has the labor and gives birth. A lesson in conservation of these threatened, charming, delightful fish is well presented and easily understood.

Can you top this?
Just when you think they have done it all, along comes the captivating "Living Wildlife" exhibit: “Saving Tunas, Sea Turtles and Sharks.” These extraordinary ocean animals face extinction from fishing customs and personal devastation. They are displayed in the million-gallon Outer Bay Tank that is so special and stunning its has to be seen to be believed. Enter into another planet, another dimension. Imagine just drifting to the bottom of the bay, unencumbered without scuba or diving gear and enter into an area the blue lights that flood from the tanks onto the walls to enhance the feeling that you are actually walking on the bottom of the sea. Subtle, mellow music enriches the mood.

The star of the exhibit is a huge single tank that holds a million gallons of seawater (more than the entire aquarium exhibits combined). You are able to view the 90 by 35 by 32 foot tank through the world’s largest single-pane window. The tank features nearly 15-inch thick acrylic fills a 54-by 15 foot opening- big enough for eight of the largest fish. Walking to tanks that walk by side by side, this miraculous tank is filled with eight species of open-ocean fish seldom seen in close-up in their own environment. Well-fed sharks waltz around the tank and sometimes even wink at you. Big turtles, rays, and huge, round sandfish happily cruise by while a school of large yellowtail dart around in what seems a choreographed ballet. There are other surprises in this place of wonderment- go be surprised!

The facts
Arrive early, wear comfortable shoes, and plan to spend a minimum of a whole day. (Two days are better.) There is ample parking near the area for a snack at the excellent restaurant on the premises, or you can get your hand stamped (for return admission) and have lunch at one of the finest restaurants in the area.

The Monterey Bay Aquarium is located at 886 Cannery Row in Monterey. Set Hours are 10 a.m. - 5 p.m.; holiday and summer hours 9:30 a.m. to 6 p.m.
Information (831) 648-4800 Special tips: Purchase admission tickets in advance by calling 1-800-756-3773 to avoid the long lines on days.

Duke reality... continued from page 3
Empire, which is part of our overall national strategy," said Kevin Rees, executive vice president of Duke's Western Region. "We are pleased to have Steve working with us because of his long history of finding new development opportunities and attracting speculative and build-to-suit tenants.

could only speculate as to whether Steve Jobs would be calling to add the system to an iPhone 2.0.

Still, you can find out more about Steve Lipman and his "But Wait To Be In" web site at butoffonlive.com. In the meantime, he is making calls out on the interstate using his wireless phone.

REAL ESTATE NOTES... continued from page 2

Monterey Bay Baptist University, located in Riverside. The 132,000-sq.-ft. project in Capstone Development consists of a four-story, 670-bed student housing building with an adjacent six-story parking structure. The student housing portion will feature a dining grill, an exercise facility, commercial spaces and a lounge area. Construction is expected to be complete by the fall of 2008. The architectural firm for the project is MVE Institutional, Inc. in Los Angeles. Diffenbaugh has also completed the Yeager Center and the School of Music on the California Baptist University campus. -AND- Groundbreaking ceremonies for Countryside Marketplace took place as a kick-off for the start of the $735,000-sq.-ft. retail building on the southwest corner of Interstate 215 and Newport Road in the Menifee area of Riverside County. Along with the retail centers that will include Target, Kohl’s, Lowe’s, Best Buy, Smokey Mountain Things and Petco, Countryside Marketplace will provide approximately 6,500 construction jobs and create the growing area of Riverside County. “One of the recurring themes we heard from residents was their desire to have convenient dining options as a part of the center,” said Chambers. “We believe Countryside Marketplace will be home to BJ’s Restaurant, T.G.I. Friday’s, Red Robin, In-N-Out, Chick-fil-a and Starbucks.”

This column provides a review of the most current commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rentsco, a leading Internet real estate news site that has been covering the industry in California for 10 years. The column provides real estate information from around California, go to www.rentesco.com.

School’s in Session: A Lesson on Hiring Recent Graduates

Evaluating job applicants for an open position is no easy task, especially on rare occasions, an interview will walk through the door. Every hour of your time in August is a matter of that this is the person for the job. But more often than not, select- ing an individual who has requires a thorough and time-intensive examination of the candidate’s background, history, portfolio and references.

The assessment process is particularly challenging when the applicant is a recent graduate with little or no work history. But the task is certainly not impossible and could be well worth your effort. Following are areas to examine, find things to watch out for when interviewing entry level candidates:

Academic Performance
While the grade-point average of a seasoned professional with an extensive work history is not the same is not necessarily true for recent graduates. Receiving high marks in college does not ensure professional success, but it’s safe to assume a student who earned straight A’s has the to set priorities, meet deadlines and exceed expectations.

Likewise, while mediocre students can end up being fantastic employees, you might inquire about a patient’s lack of doing so, you’re probing to assess the candidate’s level of accountability. If the applicant is off a laundry list of excuses or complains about “unfair” professors, for instance, it’s an indicator that he or she might pass the buck and play the game on the job, too.

Extracurricular Activities
But don’t just focus on what candidates did or did not accomplish inside the classroom. What steps did candidates take to expand their skills and enhance their marketability during their free time? Were they active members of student organizations? Did they learn the ropes through internships or professional mentorship programs? Who is looking for candidates who are forward thinking and express a hunger for knowledge?

Skills and Attributes
Successful professionals possess stellar communication and interpersonal skills which should be on display throughout the interview. Also look for critical thinking candidates who are enterprising, persuasive and have a healthy complement of creativity.

In addition, you want to see a zest and passion for their field of study. Due to the sea of bodies associated with conducting a search for a new hire and training the employee, you want make sure the candidate is a good, not just a job.

Polish and Professionalism
While you can’t expect job-interview novices to display perfect polish, remember that small missteps can give you great insight. Did the candidate arrive promptly for the interview? Did he or she impress? How did the interview continue on page 34
**Inland Empire's Largest Employers**

*(Ranked by Number of Inland Empire Employees)*

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<table>
<thead>
<tr>
<th>Company Name</th>
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<td>2. ESRI</td>
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**Saffron's...**

Continued from page 16

The board has been discussed by Saffron's. Growth is the operating word for the future of Saffron. Without giving up any proprietary information, Linda promises that there will be a couple of more locations by the end of the year. Although the owners of the Guasti area and their plans for development, she expects to be at the Villa at least till 2012. How long after that is not yet ready for publication. Neither are the other locations as this report is being written.

As for other catering companies in the area, Linda sees specific differences between Saffron's and them. There is generally a friendly rivalry among them. If business is heavy, she will pass along the load to others, but she knows that her recommendations have to be good in order to maintain her reputation.

In catering, as in life, you're only as good as your last party.

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**Board of Supervisors...**

Continued from page 1

The agenda is included in the board's display beneath the video image so you know what's being talked about. You can also click on the agenda link in our next section to instantly access backup materials such as staff reports, maps, and copies of contracts.

If you are interested in a specific topic, you can type key words into a search engine to retrieve archived segments of meetings matching your criteria. Also, if you are viewing archived meetings, you can skip to discussions about specific agenda items by clicking on the “Jump to” menu.

Internet access to Board of Supervisors meetings is especially important, the San Bernardino County, which encompasses more than 20,000 square miles. The county's huge size means many residents had to drive hours to watch a board meeting. Now, we hope you don’t have to leave home.

The Board of Supervisors meets on most Tuesdays at 10 a.m. We hope you can join us for our next meeting online at www.sbcounty.gov.

In addition to posting meetings on the Internet, the board also created an online database of county officials' Form 700 Statements of Economic Interest. As the name implies, these public documents, which are filed annually with the Clerk of the Board, contain information about elected and non-elected county officials' financial interests such as ownership, properties, businesses and stocks.

If you have any questions about how to use the county's new open government technology, please contact the Clerk of the Board at (909) 387-3841.
**“NOW HIRING,” No Experience Necessary**

5 Ways to Hire Employees Who Will Stay Longer, Complain Less, and Produce More

by Monica Wofford

"Yes ma’am. I have a great deal of experience using Microsoft Excel. In fact, I created my resume using that program." The interview was going well. She had the look, the speak, and Bill thought she would get along with the other team members. He missed part about Excel and hired her anyway. Her resume sure showed even more experience in his industry than he initially thought she needed. Six months later with hours of training, coaching that went on for days and a ream of documentation, he was letting her go.

Bill, like many managers, had conducted interviews for years and after an all day ses-

sion of “back to back,” he had missed a few key points of this employee’s interview. He had the background, the way with words that so many do in an interview, but did she have the right attitude? She came up with an answer to all of his questions, but how would she perform and how could he possibly know. Simple. Well, sort of. All interview candidates seem to go to “interview school.” They have the answers to “What are your weaknesses?” and “Why did you leave your previous job?” down pat. You have to look deeper, and these techniques will help.

**Hire for Attitude Instead of Skill**

Paul owned a PR company and had been in business for 20 years. He could teach almost anyone how to call a radio station. What he had also learned is that when hiring PR reps from other agencies, he had to spend hours training all their old habits. If you are hiring a salesperson, hire a go-getter with a love of people and a self-esteem, not necessarily someone who has sold for years. You can teach skills, you cannot teach someone to overcome rejection and surly custom-

ers, nearly as easily. It is the attitude that will outlast prob-

lems and the attitude that will really learn new skills.

**Assign a Task in the Interview**

Put your candidate on the spot. Avoid the same old ques-

tions: ask them to do the job, right then, right there. If your vacancy is at an support person, role-play a difficult end user calling with a seemingly impos-

sible request. They will be expected next day. See what they say. If you are hiring for sales, have them sell you their own prod-

uct. See how many questions they ask about it before just jumping into the six step process.

**Pay Attention to the Past... Differently**

Your candidate has had 10 years working with our com-

pany. She has won every award for this type of position possible. So, how much do you think she will question your question when you say to do something different than what she has been rewarded for?

How quickly do you think she will be loyal to the very compa-

ny she has competed against for years? Perhaps that candidate who has worked in a completely different industry but can demonstrate to you the right attitude when hard work, learning, and customers would actually take less training.

**Try Story Time**

Asked closing questions in an interview, limits creativity and gives candidates a 50/50 chance of getting the right answer. Do you only want a 50/50 that they’ll stay and be productive? Try asking or tell you a story. “Tell me about a time when you and coworkers completed a project and received recogni-

tion. Do you listen to the story for hints on how they prefer praise, get along with others, share credit with coworkers, or bad mouth their boss. Also, “lis-

ten” to their body language and for creative storytelling. Much is revealed when a person tells you a story and almost always, the story will be true as most can’t make up that kind of detail on the fly.

**Ask for Passion**

This one must be done delic-

ately. After you have asked your standard questions and tested for skills that you need, find out the passion of the per-

son you are about to entrust with this job. Whether you pro-

vide them with a profile or merely ask the question, the results will immediately reveal-

ing. For example, Melissa was hiring a salesperson. She thought she had found some-

one. All the questions had been answered with ease. The candidate’s background suggested she had the attitude and making of a great salesperson. Yet, when Melissa casually said, "What is it that absolutely lights your fire? What is it that you absolutely LOVE to do?" The candidate looked her straight in the eye and said “I absolutely love to type. I love to see if I can beat my own typing speed record and enter more information than anyone else can.” Now this candidate doesn’t do sales with Melissa, but she is one of the best administrative data clerks she has ever seen and both Melissa and the candidate are extremely happy. Many don’t know who they really are, but most do know what they like to do. Make sure it is what you are hiring for.

**Hiring is tricky and getting the right person in the right job can be a downright complicated gamble.** We make mistakes worse by using the same old formula that even the candida-

tes know and by looking at experience that may or may not matter. Try to keep in mind that finding the right person for the job is far more important than finding a person to fill the job. Want more work, keep filling jobs with those who think they know it all and tell you what you want to hear, but know little of themselves. Want more pro-

ductiveness and a long-term team; spend more time learning about the person rather than reading their resume.

**Monica Wofford can be reached at**

www.monicawofford.com or 

(866) 382-0212

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**Inland Empire’s Largest Employers**

(Ranked by Number of Inland Empire Employees)

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<th>Company Name</th>
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<td>(661) 335-2000</td>
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<tr>
<td>Riverside County Office of Education</td>
<td>5100 Ninth Street, Riverside, CA 92503</td>
<td>1,300</td>
<td>Education</td>
<td>1,500</td>
<td>Elementary</td>
<td>Yes</td>
<td>Director</td>
<td>(951) 354-6000</td>
</tr>
<tr>
<td>Desert Sands Unified School District</td>
<td>47000 Date Palm Road, Desert Hot Springs, CA 92240</td>
<td>1,500</td>
<td>Education</td>
<td>2,000</td>
<td>Elementary</td>
<td>Yes</td>
<td>Director</td>
<td>(760) 324-6000</td>
</tr>
<tr>
<td>San Bernardino Department of Transportation</td>
<td>5044 18th Street, San Bernardino, CA 92406</td>
<td>500</td>
<td>Government</td>
<td>1,500</td>
<td>Transportation</td>
<td>Yes</td>
<td>Director</td>
<td>(909) 798-7800</td>
</tr>
<tr>
<td>US Postal Service Proc. &amp; Dist. Ctr.</td>
<td>1700 East Main Street, San Bernardino, CA 92401</td>
<td>3,800</td>
<td>Mail Handling</td>
<td>3,800</td>
<td>Postal</td>
<td>Yes</td>
<td>Director</td>
<td>(909) 384-8000</td>
</tr>
<tr>
<td>Riverside Community Hospital</td>
<td>4415 Magnolia Ave, Riverside, CA 92501</td>
<td>1,200</td>
<td>Hospital</td>
<td>1,200</td>
<td>Healthcare</td>
<td>Yes</td>
<td>Administrator</td>
<td>(951) 354-7400</td>
</tr>
<tr>
<td>San Manuel Indian Bingo &amp; Casino</td>
<td>5777 N. Victoria Avenue, Highland, CA 92346</td>
<td>1,400</td>
<td>Bingo &amp; Casino</td>
<td>1,400</td>
<td>Casino</td>
<td>Yes</td>
<td>General Manager</td>
<td>(951) 963-3414</td>
</tr>
<tr>
<td>California Rehabilitation Center</td>
<td>41000 Highway 74, Palm Desert, CA 92260</td>
<td>1,400</td>
<td>Department of Corrections</td>
<td>1,400</td>
<td>Corrections</td>
<td>Yes</td>
<td>Director</td>
<td>(760) 340-7800</td>
</tr>
<tr>
<td>Riverside College</td>
<td>500 College Drive, Riverside, CA 92501</td>
<td>1,000</td>
<td>Department of Corrections</td>
<td>1,000</td>
<td>Corrections</td>
<td>Yes</td>
<td>Director</td>
<td>(951) 787-8300</td>
</tr>
<tr>
<td>California Rehabilitation Center</td>
<td>41000 Highway 74, Palm Desert, CA 92260</td>
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<td>Department of Corrections</td>
<td>1,400</td>
<td>Corrections</td>
<td>Yes</td>
<td>Director</td>
<td>(760) 340-7800</td>
</tr>
<tr>
<td>EBRU</td>
<td>820 New York Street, Redlands, CA 92373</td>
<td>1,200</td>
<td>Geographic Information System</td>
<td>1,200</td>
<td>Marketing</td>
<td>Yes</td>
<td>Marketing Manager</td>
<td>(909) 793-3981</td>
</tr>
<tr>
<td>Riverside City Hall</td>
<td>830 Court Street, Riverside, CA 92503</td>
<td>1,200</td>
<td>Elected Regional Mail</td>
<td>1,200</td>
<td>Marketing</td>
<td>Yes</td>
<td>Marketing Manager</td>
<td>(909) 347-2700</td>
</tr>
<tr>
<td>San Bernardino City Hall</td>
<td>333 East 3rd Street, San Bernardino, CA 92415</td>
<td>1,200</td>
<td>Elected Regional Mail</td>
<td>1,200</td>
<td>Marketing</td>
<td>Yes</td>
<td>Marketing Manager</td>
<td>(909) 384-8000</td>
</tr>
</tbody>
</table>

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**Inland Empire’s Largest Employers continued on pg. 12**

**Top Local Executive Title Phone/Title/Email Address**

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**Business Journal** | August 2007
### Largest Credit Unions in the Inland Empire

<table>
<thead>
<tr>
<th>Name of Credit Union</th>
<th>Assets ($ mil)</th>
<th>Capital ($ mil)</th>
<th>Capital Rate (%)</th>
<th>2006 YTD Income ($ mil)</th>
<th>Key Executive</th>
<th>Address</th>
<th>City, Zip</th>
<th>Phone/Fax</th>
<th>E-Mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrowhead Credit Union*</td>
<td>1,016,030,263</td>
<td>80,405,395</td>
<td>8.24</td>
<td>11,815,196</td>
<td>Larry W. Sharp</td>
<td>PO Box 196</td>
<td>San Bernardino, CA 92402</td>
<td>(909) 882-2911</td>
<td>arrowheadcu.org</td>
</tr>
<tr>
<td>USA Federal Credit Union</td>
<td>711,062</td>
<td>61,380</td>
<td>8.68</td>
<td>1,429</td>
<td>Mary Ann Carpenters</td>
<td>150 N. Market Street</td>
<td>Redlands, CA 92374</td>
<td>(909) 798-2858</td>
<td><a href="mailto:mcc@usafcu.com">mcc@usafcu.com</a></td>
</tr>
<tr>
<td>Riverside County Credit Union*</td>
<td>830,342,807</td>
<td>75,842,190</td>
<td>9.09</td>
<td>7,063,342</td>
<td>Mark Hawkins</td>
<td>1349 W. Main Street</td>
<td>Hemet, CA 92543</td>
<td>(909) 461-7655</td>
<td><a href="mailto:markh@rcfcu.org">markh@rcfcu.org</a></td>
</tr>
<tr>
<td>Vantage Credit Union (formerly March CE)</td>
<td>442,100</td>
<td>42,390</td>
<td>9.59</td>
<td>2,433</td>
<td>Richard C. Stene</td>
<td>11332 State Street</td>
<td>Perris, CA 92570</td>
<td>(951) 571-8371</td>
<td><a href="mailto:stene@vantagecu.com">stene@vantagecu.com</a></td>
</tr>
<tr>
<td>Norton Community Credit Union*</td>
<td>660,667</td>
<td>80,305</td>
<td>12.56</td>
<td>2,308</td>
<td>Debra Combs</td>
<td>870 E. Main Street</td>
<td>San Bernardino, CA 92401</td>
<td>(909) 878-3824</td>
<td><a href="mailto:combs@nortoncu.com">combs@nortoncu.com</a></td>
</tr>
<tr>
<td>High Street Federal Credit Union*</td>
<td>187,362,046</td>
<td>17,799,234</td>
<td>9.28</td>
<td>1,015,512</td>
<td>Thomas J. Rosca</td>
<td>50 S. Main Street</td>
<td>Pomona, CA 91766</td>
<td>(909) 624-3642</td>
<td><a href="mailto:roscapomona@hsfcu.com">roscapomona@hsfcu.com</a></td>
</tr>
<tr>
<td>The Member One Federal Credit Union*</td>
<td>74,801</td>
<td>5,254</td>
<td>7.06</td>
<td>0.35</td>
<td>Mary Kavai</td>
<td>11765 Arrow Highway</td>
<td>Ontario, CA 91761</td>
<td>(909) 834-9414</td>
<td><a href="mailto:kavai@memberonecu.org">kavai@memberonecu.org</a></td>
</tr>
<tr>
<td>Service Plus Credit Union</td>
<td>83,317,394</td>
<td>8,393,867</td>
<td>10.21</td>
<td>3,471,064</td>
<td>Bertha Trench</td>
<td>2218 Arrow Highway</td>
<td>Riverside, CA 92507</td>
<td>(951) 680-1991</td>
<td><a href="mailto:trentch@servicepluscu.com">trentch@servicepluscu.com</a></td>
</tr>
<tr>
<td>La Loma Federal Credit Union</td>
<td>61,096</td>
<td>5,420</td>
<td>8.81</td>
<td>0.12</td>
<td>Todd Mucklow</td>
<td>11350 Arrow Highway</td>
<td>Riverside, CA 92505</td>
<td>(951) 785-0260</td>
<td><a href="mailto:mucklow@lalomfcu.com">mucklow@lalomfcu.com</a></td>
</tr>
<tr>
<td>La Loma Linda Credit Union</td>
<td>76,445</td>
<td>7,515</td>
<td>9.82</td>
<td>0.05</td>
<td>Robert Hamm</td>
<td>210 W. Garden Avenue</td>
<td>La Verne, CA 91750</td>
<td>(909) 626-0510</td>
<td><a href="mailto:rhamm@lllcu.com">rhamm@lllcu.com</a></td>
</tr>
<tr>
<td>Ontario-Monrovia S&amp;L Fed. Credit Union*</td>
<td>76,648</td>
<td>7,515</td>
<td>9.82</td>
<td>0.05</td>
<td>Robert Hamm</td>
<td>210 W. Garden Avenue</td>
<td>La Verne, CA 91750</td>
<td>(909) 626-0510</td>
<td><a href="mailto:rhamm@lmscu.com">rhamm@lmscu.com</a></td>
</tr>
<tr>
<td>Chaffey Federal Credit Union*</td>
<td>73,261</td>
<td>6,905</td>
<td>9.16</td>
<td>0.39</td>
<td>Catherine M. Raneau</td>
<td>1320 E. 235th Street</td>
<td>La Puente, CA 91744</td>
<td>(909) 948-4722</td>
<td><a href="mailto:raneau@chaffeyfcu.com">raneau@chaffeyfcu.com</a></td>
</tr>
<tr>
<td>First Choice CU</td>
<td>44,966</td>
<td>3,664</td>
<td>8.18</td>
<td>0.17</td>
<td>J. Murphy</td>
<td>1731 S. Main Street</td>
<td>Madera, CA 93638</td>
<td>(559) 673-8411</td>
<td><a href="mailto:murphy@firstchoicecu.com">murphy@firstchoicecu.com</a></td>
</tr>
<tr>
<td>San Bernardino School Employees Federal Credit Union*</td>
<td>53,718</td>
<td>7,360</td>
<td>13.80</td>
<td>0.35</td>
<td>Linda Fey</td>
<td>190 San Bernardo Blvd.</td>
<td>San Bernardino, CA 92407</td>
<td>(909) 861-2681</td>
<td><a href="mailto:fey@sbefcu.com">fey@sbefcu.com</a></td>
</tr>
<tr>
<td>San Bernardino Employees Federal Credit Union*</td>
<td>44,725</td>
<td>5,910</td>
<td>10.80</td>
<td>0.03</td>
<td>Rick Holley</td>
<td>441 S. Second St.</td>
<td>Pomona, CA 91768</td>
<td>(909) 626-2181</td>
<td><a href="mailto:holley@sanberncu.com">holley@sanberncu.com</a></td>
</tr>
<tr>
<td>Inland Empire Federal Credit Union*</td>
<td>41,402</td>
<td>6,419</td>
<td>15.05</td>
<td>0.07</td>
<td>Charles J. Toppa</td>
<td>1205 E. State Street</td>
<td>Fontana, CA 92335</td>
<td>(909) 821-4935</td>
<td><a href="mailto:toppa@iefcu.com">toppa@iefcu.com</a></td>
</tr>
<tr>
<td>Indio Federal Credit Union*</td>
<td>41,402</td>
<td>6,419</td>
<td>15.05</td>
<td>0.07</td>
<td>Charles J. Toppa</td>
<td>1205 E. State Street</td>
<td>Fontana, CA 92335</td>
<td>(909) 821-4935</td>
<td><a href="mailto:toppa@iefcu.com">toppa@iefcu.com</a></td>
</tr>
<tr>
<td>Rainbow Credit Union</td>
<td>35,422</td>
<td>2,955</td>
<td>8.45</td>
<td>0.07</td>
<td>Vernon Elliott</td>
<td>1660 Riverside Ave.</td>
<td>Riverside, CA 92503</td>
<td>(951) 343-2291</td>
<td><a href="mailto:elliottv@rainbowcu.com">elliottv@rainbowcu.com</a></td>
</tr>
<tr>
<td>Inland Federal Credit Union</td>
<td>20,000,000</td>
<td>12,000,000</td>
<td>6.00</td>
<td>34</td>
<td>Greg Smith</td>
<td>27583 4th Street</td>
<td>San Bernadino, CA 92401</td>
<td>(909) 882-2950</td>
<td><a href="mailto:greg@creditunions.com">greg@creditunions.com</a></td>
</tr>
<tr>
<td>Bear Valley Employees Federal Credit Union</td>
<td>34,730,000</td>
<td>3,344,000</td>
<td>9.67</td>
<td>15.47</td>
<td>Elizabeth L. Luke</td>
<td>120 Columbia Blvd.</td>
<td>Riverside, CA 92507</td>
<td>(909) 782-6100</td>
<td><a href="mailto:elizabeth@bearvalleyfcu.com">elizabeth@bearvalleyfcu.com</a></td>
</tr>
</tbody>
</table>

---

**Notes:**
- The data is as of December 31, 2006, and may not include all credit unions.
- The list includes credit unions with assets over $10 million.
- The rankings are based on the total assets of the credit unions.
- The data is provided by the California Credit Union League.

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### Palm Springs Museum... continued from page 18

American West Art California Contemporary Painting California Contemporary Sculpture European Graphics / Works on Paper European Modern Sculpture Mesosouthern Special Collections Mexican / Latin American Paintings and Works on Paper

The museum’s photography collection includes photos by William (Bill) Anderson (1923-1971) who was acclaimed as Palm Springs’ “Photographer-of-the-Stars.” He became the primary celebrity photographer for the Palm Springs Chamber of Commerce from 1950 to 1971 and the Racquet Club, Marion Monroe, Robert Wagner and Natalie Wood, Kirk and Anne Douglas, William Powell was just one of the stars captured by his lens during this glamorous period.

In the American West art collection there is a noted Georgia Montgomery collection, which includes “Caster’s Final Moments: A Two-Part Sculpture,” 1975-76, as well as photographs of the actors with fine furniture pieces that he created. Other highlights of the American West art collection include the 1904 painting, “Roping A Prairie Wolf” by Charles Marion Russell, and Grace Carpenter Hudson’s 1903 painting, “De-No Ke-Ya (of the Mountain People).”

Patrick Dougherty Installation - July 10 - Ongoing

Patrick Dougherty is an internationally acclaimed installation artist whose large-scale works include to rest, coconuts and houses built by animals as well as man-made forms of hats, haystacks and baskets. Dougherty welcomes wood materials that are indigenous to each site-specific area into creations that seem to have sprouted up naturally in their settings.

The Palm Springs Art Museum is located at 110 Museum Drive, Palm Springs, CA 92262. Parking is available adjacent to museum, and across the street in a parking lot. Phone number is 760-323-7114 and the Web site is www.psmuseum.org.

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**Museum hours:**
- Tuesday, Wednesday, Friday, Saturday and Sunday 10 a.m.-5 p.m.
- Thursday 12 p.m.-8 p.m.
- Closed Mondays and major holidays.
- Store and cafe open during museum hours. Box office open seven days.

**Museum admission:**
- Free to members, 12.50 adults, $10, 50 and over and to 17, student, military personnel with I.D. Free to children under 6. Free public admission every Thursday from 4-8 p.m. during the downtown Villagerfest.

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web: www.visterra.org
UCR vice chancellor... continued from page 1

comprehensive advancement program and help UNLV complete a $500 million campaign.

His appointment effective Sept. 10. UNLV has 28,000 students and 3,300 faculty and staff.

"do just a few years at UCR, Bill has accomplished a tremendous amount," said Chancellor France A. Córdova. "He has a terrific staff and made great strides in development and external relations. Under his watch UCR has built a beautiful Alumni and Visitors Center, launched an entirely new marketing strategy, refocused its logo and developed new promotional materials to recruit students. I have enjoyed Bill’s engaging and enthusiastic support of UCR’s vision, and I am so very grateful for Geneen Boldt’s important contributions to advancement. I wish them the best in their new endeavor."

Boldt previously developed comprehensive advancement programs at Cornell University and California Polytechnic University at San Luis Obisp. At Cornell University, she led the College of Agriculture and Life Sciences campaign contributing significantly to the university’s $1.5 billion overall campaign. While at Cal Poly, she led the largest campaign in the history of the California State University system, which helped increase the university’s endowment from $10 million in 1993 to almost $125 million in 2004. She has also held academic and administrative positions at Oregon State University and the University of Oregon.

He arrived at UC Riverside in September, 2004.

Boldt holds a B.S. in community service and public affairs, an M.S. in health and human performance, and an Ed.D. in education from the University of Oregon. During his career, he has served as marketing and fund-raising consultant for over 30 land grant universities in the United States and four universities in Canada. Under his leadership, Cal Poly received four consecutive National CASE Circle of Excellence Awards for over all performance in educational fund-raising, and he received special awards for service, development, and performance.

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<table>
<thead>
<tr>
<th>cyber</th>
<th>Strategies</th>
</tr>
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<tbody>
<tr>
<td>- Content management solutions</td>
<td>- E-commerce tools and services</td>
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<tr>
<td>- Online shopping carts and credit card transactions</td>
<td>- Website planning, design and implementation</td>
</tr>
<tr>
<td>- Website project management services</td>
<td>- Website hosting</td>
</tr>
<tr>
<td>- Custom search engines, directories and catalogs</td>
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</tbody>
</table>

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A Governor and a Capitol Press
Get Global Warming Wrong

By Bill Leonard, Member State Board of Equalization

It was so disappointing to hear the Governor say to the Capitol press that "we have to clean up the air to reduce global warming." This is not factual. It is bad science and bad chemistry and, unfortunately, it started not with the Governor but with the press and those who want global warming to be a bigger issue. Polluted air is unhealthy whether it is hot or cold. Warm air that melts glaciers is not a problem with global warming to be a bigger issue.

Some of their mandates have improved air quality and others have simply followed technological changes. But today the air in California is healthier than when the board was created. I pushed for clean fuels and fought the oil companies on this and was an ally of the ARB at the time. However, now its single purpose has been diluted. AB 32, the anti-global warming bill, has been assigned to the ARB to implement. This creates an unsolvable conflict within the board. A mandate to clean up the air, like more industrial catalytic converters, would necessarily release more heat and carbon dioxide gases which are not poisonous but which do contribute to global warming. How does the board resolve this? Who gets the blame when it is not resolved?

hiring graduates...

continued from page 25

viewe treat those he or she encountered within your organization — and not just you and others perceived decision makers? Today's workers need tact, diplomacy and etiquette to effectively collaboratively with coworkers and business contacts.

Work History

Even if someone lacks formal business experience, asking about past jobs can still yield useful information. You might ask the interviewee what he or she learned from their past jobs. An ideal candidate will give you a big-picture idea, not a laundry list of routine tasks. In addition, can the applicant speak articulately about the role — regardless of how minor — he or she played in the businesses of past employers?

References

Recent college graduates may not have the professional testimonials of more experienced candidates, but checking their references is still a vital step in the hiring process. A professor, coach or mentor can provide you with helpful information about the job seeker's character, drive and personality. After speaking with the references, compare their feedback with the picture the applicant painted. Do they match up?

While it might be considered a risk to hire someone with minimal real-world work experience, don't underestimate the benefits of adding a recent college graduate to your staff. The right addition can bring new energy and talents to your team while serving as an investment in your firm's future.

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Carr R. Bülstein at
909.945.2292 or visit us online at www.accountemps.com.
GYU-KAKU Japanese BBQ Dining
Opens in Rancho Cucamonga’s Victoria Gardens

It is much easier to pronounce than you might think: “Chew-koo-koo.” It is one of the most enjoyable, social dining restaurants in Southern California. Literally translated as “horn of the bull,” Gyu-Kaku is a dining phenomenon that has swept across Japan, and is now recently imported into the United States. In Japan, Gyu-Kaku is referred to as a “yakimono” restaurant – translated as “grilling meats” – an expression that refers to the modern day version of a casual Japanese steakhouse in which meat, pork, and vegetables are served in small, bit-sized portions and grilled at the table by the diner. Although the history of this style of dining is often thought to be borrowed from Korean traditions, the yakimono is a Japanese original, with hundreds of the tiny restaurants dotting the maps of Japan. The concept of offering a “shared plates” presentation, the server arrives at the table as a servant for both the diner and the cook. The diner, after all, is the cook. At Gyu-Kaku, service begins with an explanation of the menu, continuing throughout the meal, where the server brings precise instructions as each dish is delivered. Recommendations are made for each dish, which might taste best with a particular dish or how much food a group should order. The server magically becomes the host of a party.

“I check my watch. It’s only 6 p.m., disgracefully early to be seen in any restaurant. Although it’s midweek, the place is packed like its prime-time Saturday night. There’s a serious party vibe going on, everyone’s laughing and sipping sake while flipping shrimp or beef on the Barbie. Even parents tending to toddlers are smiling. This place is hot,” notes a happy customer.

Social dining is what Gyu-Kaku is all about. The atmosphere is fun and lively and encourages conversation. Worries about cooking vanish – dishes wiel dong tongs as food moves on and off the fire. A bit too long on the grill? Not to worry. The server quickly arrives with a replacement. Not sure what to order? The menu provides suggestions for groups large and small, with an array of food arriving throughout the evening.

The grills installed at each table feature a unique ventilation system that removes all smoke from the experience, leaving only an enticing grill aroma. The system features a hard wood charcoal fire that allows the true flavor of the food to shine from Kabuli to Kobe, fresh vegetables to seafood and shrimp.

The newest location is right here in Rancho Cucamonga in the Victoria Gardens Center at 7009 Monet Avenue. For reservations or information, call (909) 880-7474.

A division of Reis International, Gyu-Kaku currently offers 10 locations, including Beverly Hills, Pacifica, Torrance, Sherman Oaks, West Los Angeles, and Huntington Beach. Kapolei, Waikiki, Hawaii; the East Village and Mid Town York. For more information, please visit www.gyu-kaku.com.

Where the Jobs Are
(A Conversation with Shirley Patrick of York Employment)

By Joe Lyons

Employment is at an all time high. Some experts even claim that if you write “3 jobs” on your resume, “out of the market” you have full employment. That being the case, The Business Journal sought to find out the process of hiring and holding a job in today’s market. To get that information, York Employment sent an appointed officer of the devil known as the unknown. You have to make accommodations for the work experience you possess. ADA (Adults with Disabilities Act) is not that much of an issue today, as most people are already aware of any physical limitations that may trouble you. Most do not make a big fuss over it. It’s a ramp up to the door, but York is very careful about people with back problems or who have just gotten out of surgery. It could preclude them from being placed in a given position.

Perhaps the biggest issue in finding a job today is the problem of talking to previous employers.

“We can’t do it.” Shirley Patrick says, emphatically. “You cannot get information from the last boss. They don’t want to be on the hot seat, and they don’t want to say anything bad about anybody because they don’t want to get sued if it keeps somebody from getting a job. So most employers today will say, ‘Yes, she worked for me.’ And if you ask, ‘Did she do a good job?’ They say, ‘For what she was hired for.’”

You can try to find out what the employer halted the job, or where they are in the present position.

“We don’t want to go there with questions like ‘What did she do?’. We ask you.”

Shirley Patrick tells the Journal that it is still very easy to find a job today. Part of that has to do with the fact that August, though this month may be, retailers are coming into their Christmas season and they need people. Not to mention the new job seekers, many of whom are coming into the Inland Empire like Expressed and Bass Pro Shop and the new stores that haven’t even been built yet along the 210 Freeway.

What’s the biggest demand in our area today? Shirley Patrick of York Employment

“I think, Class A drivers,” Patrick declares without a pause.

“Yorklift drivers are in big demand but Class A drivers are in lesser demand.”

Regarding the warehouse work, she agrees with those who say it requires a degree today. To prove them, she points to “Merrys, Big Lots, Kohl’s, Stater Bros., Mattel, Costco, Lowe’s and even Porsche—all of who have distribution and logistics centers here in the Inland Empire.

“About a dozen positions,” she adds, “and warehouse jobs are a great career.” Warehouse managers today can make from $60,000 to 100 K. She points to Mervyns, Big Lots, Kohl’s, Stater Bros., Mattel, Costco, Lowe’s and even Porsche—all of whom have distribution centers here in the Inland Empire.

“I can’t just walk in and pick up boxes either,” she adds.

“Patrick’s biggest frustration is the people who simply want more money than they’re worth. She believes that an employer or will pay $15 an hour for someone if they can prove that they’re worth it; however, many people don’t want to start low in order to have a chance to prove themselves.

“Minimum wage doesn’t mean a blasted thing,” she adds, “and anyone paying minimum wage is not going to keep their people.”

If you really want to work, she concludes, “go back to school. Take some classes. Become computer proficient. Do some things to enhance your work. And you don’t just sit there and expect people to take care of you. This is not going to happen.”

End quote, Shirley Patrick, York Employment.
“Big Brown: The Untold Story of UPS,”

by Greg Niemann


In an era noted for exposing the foibles of a company and its management, it’s refreshing to find a book written by a former employee that’s written in praise, not anger.

Author Greg Niemann is a recognized business writer who rose during his 35 years of service at UPS from loader to driver, ultimately becoming the West Coast editor of the company’s employee publication. Now retired, Niemann tells the history of “Big Brown,” as the company is often known, in an interesting, factually way. At times he is appropriately odd with past management attitudes, such as the company’s initial failure to comply with federal employment opportunities laws.

Niemann notes:

“In today’s America, it is difficult to imagine how institutionalized discrimination was until the 1960s. Many companies considered hiring blacks a risk, particularly companies with a public face like UPS. Management worried, just as did management at Casey’s, that wrong attitudes among messengers would lead to an unwillingness to serve the firm’s customers. It was easier to fire the messenger than to fire management.”

Niemann goes on to comment that for several years afterward many of the white male employees and older managers had a hard time accepting minorities and women. Although the author states that federal pressure was a prime force, he doesn’t note the other elements driving change were public opinion, the growth of minorities and women as decision-makers among UPS customers, and the rise of new competitors such as United Parcel Service.

In recent years, the company’s status of a public utility had begun to drift away from its founder’s basic belief that customer service and customer attitude was the foundation on which the company rested. Pressure by the government and the strongest competition for more than 50 years brought the company down.

The company’s driving force and co-founder was Jim Casey, Casey, who earned a living as a messenger when he was a boy, founded the American Messenger Company in Seattle during 1907. By 1919, the company had merged and grown considerably. The new company was called United Service.

Casey’s insistence on correct dress and attitude among messengers was supplemented with a highly developed sense of the need to use whatever technologies were both practical and available. It didn’t matter whether or not these technologies were in use to advantage among delivery companies. If their applications made sense, UPS used them.

Over the years these technologies included delivery by motorcycle; use of efficiency experts to reduce the time spent in sorting, loading, and making deliveries; the efficient delivery of bulky and heavy delivery trucks in New York City (something we seem to have forgotten), shipping by airplane (begun in 1933, then discontinued by UPS until 1953); and, most recently, the creation of its Supply Chain Solutions service that rely on information technology tools. These services facilitate the global economy.

Then, of course, there is the adoption of UPS Brown back in 1919.

Suggestions by executives ranged from canary yellow trucks (most noticeable) to trucks of differencing colors (so people wouldn’t have to know how many they really needed). It was James Casey who took the pragmatic approach. He consulted the Pullman Car Company why they had settled on a brown color for their railway coaches. They told him it was the color that showed the least dirt and minor damage. Casey then ordered the brown paint that was two shades lighter for UPS Brown. He then required that trucks be washed and repaired on a scheduled basis so that no one would ever see dirt or dings on the tracks, which, by the way, are still called “delivery cars.”

“Big Brown” is a pleasure to read and offers priceless insights into the firm’s growth. It’s cool lemonade for late summer reading.

— Henry Holtzman

ECONOMIC OUTLOOK

Economy Looks Good for Overall Growth, But Spotty Performance by Area and by Industry—LAEDC Forecast Says

Among the five local metropolitan areas, the Riverside-San Bernardino area will be the leader in manufacturing growth for 2007 and 2008. However, this area is being restrained by the housing slowdown.

“While the forecast is for continued growth in the Southern California economy during 2007 and 2008, it won’t be so good for the business community,” explained Chief Economist Jack Kyser for the LAEDC. (Los Angeles Economic Development Corporation). There is a looming state health care plan with unknown costs, possible tweaks to the workman’s compensation insurance program, and ambitious plans on the environmental front. The real slowing business in the state will go up.

However, the forecast finds that government agencies will face slower growth in tax revenues, as well as calls for increased investment in infrastructure. All government services will need a boost in funding to grow and continue to function, as the tax revenue generated by the required tax revenue, little thought is given to the economic impact to the community overall.

Construction will shed the most, the forecast notes. Construction employment was down by 1.2 percent in November from the peak of 660,000 in January 2006. The forecast indicates that employment will continue to fall into the middle of next year.

The unemployment rate for the area should average 5.2 percent in 2007 (the highest level since 2005), falling up to 5.4 percent in 2008.

Total personal income in the two-county area is estimated to grow by 4.8 percent in 2007, the smallest increase since 2002. The forecast indicates that the average personal income will continue to increase by 2.3 percent, also the smallest growth since 2002.

The forecast indicates that the average personal income amount for 2007, $28,461, is the lowest in Southern California, with per capita personal income continuing to climb, reaching up to $36,500 in 2007.

Total construction of track lanes on the SR-60 freeway should offer a little relief from the area’s traffic problems. The Coachella Valley continues to see lots of new hotel projects.

Hot Spots

Construction of office projects will support growth in Corona, Murrieta, Hemet, Redlands, Riverside, and other area cities. Industrial development continues to spread out from Corona to the City of San Bernardino and beyond including Barstow and Coachella. Distribution centers continues to spread out from Corona to the City of San Bernardino and beyond including Barstow and Coachella. Distribution centers continues to spread out from Corona to the City of San Bernardino and beyond including Barstow and Coachella.

The construction industry will continue to grow in 2007, with the largest employment gains coming in retail (+5.000), government (+5.000), retail trade (+5.200), administrative and support services (+5.000), and health care and social assistance (+4.500).

Construction will shed the most, the forecast notes. Construction employment was down by 1.2 percent in November from the peak of 660,000 in January 2006. The forecast indicates that employment will continue to fall into the middle of next year.
Come and walk on the ocean floor and experience a colorful, spiritual adventure that is also dramatic, romantic, mysterious, and fun. This is what the Monterey Bay Aquarium offers in all its glory. Here is a place to savor and enjoy over and over again.

**A dream come true**

In 1977, Julie Packard—with her background and education in botany and marine biology—and four marine biologists from the Hopkins Marine Station had a dream of converting an old cannery in Monterey into a world class aquarium. With a generous gift of $50 million from her parents, David and Lucille Packard, and much hard work by Julie and her associates, the vision became a reality. And the privately funded Monterey Bay Aquarium was opened to the public on Oct. 20, 1984, with Julie Packard as its very qualified executive director.

**Get your hands wet**

Hug a starfish, cuddle a seacucumber, pet a bat ray, tickle a decorator crab, giggle at the whimsy of the charm of the Puickish sea otters, come within inches of the smile of a giant shark, watch an octopus do its magic act and just about disappear before your eyes. Become hushed with wonder as you watch the Purple Striped Jellies, a translucent wisp of life so beautiful and delicate that it takes your breath away, do their delightful undulating ever continuous drifting dance that seems a performance just for you.

**Be observed**

When you wander along the 90-foot long, hour glass-shaped Monterey Bay Habitats exhibit that holds 326,000 gallons of purified sea water, you will see a cross-section of the bay’s major habitats, and you will at times feel more like the observer than the observed. The shape of the tank allows the large, constantly swimming sharks, the long straight glide path they must have to survive.

Authentic 30-year-old wharf pilings anchor one end of the exhibit. The four environments of the bay are displayed: deep reefs, the sandy sea floor, shallow reefs and the wharf. At times these glorious creatures, huge and tiny, come up close on an eye-to-eye level. The only thing separating them from you are large acrylic windows, and it seems a sense of spiritual communication can be felt. Your senses give you the feeling of being underwater, walking along the bottom of the seabed. Choose a favorite critter, follow it a while, and you want to make a friend.

**A sense of humor that’s all wet**

It’s hard to realize that there are only approximately 1,800 California sea otters left on the planet. A 55,000-gallon, two-story tank lets the visitor observe these playful characters underwater and above the surface.

They are delightful, interesting creatures that will eat up to 25 percent of their body weight in one day. They each run up a feeding bill of about $6,000 per year. Their undoing was their beautiful fur that is the thickest of any mammal in the world. At one time they were hunted for their pelts and their population diminished. Since the hunting otters has been banned, they are slowly increasing in number. They are a joy to watch as they give their lesson in precious good humor and fun. Simply, watching them makes you feel good.

**An added very special bonus**

As an added special bonus, the in-house otters have an additional presentation called “Wild About Otters” with 10 of their feisty fresh water cousins. The group is made up of six African spotted-necked otters, (the MBA is one of only five aquariums in the U.S. to exhibit these endearing creatures) and four Asian small-clawed otters in exhibits that represent their native lake and river habitats. Both species are sleek, curious and very active. They are a hoot to watch; they move with balletic grace and speed creating mischievous and sly moments that displays how intelligent and clever they are. This display alone is worth the price of

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