January 2008

Inland Empire Business Journal
Indian Wells Art Festival
Pg. 2

Have your customers changed?
Pg. 12

Inland Empire banks and credit unions report
Pg. 15

A HAPPY NEW YEAR
Palm Beach Post

The 6th Annual INDIAN WELLS ARTS FESTIVAL is scheduled for April 4, 5 & 6, 2008, with the SP 03 WOILS Tennis Center as the official site of the Pacific Life Open. More than 200 award winning artists will transform the magnificent palm-lined plaza into a spectacular festival experience and the place to be! Indian Wells is conveniently located on the heart of the Southern California — Palm Springs/Desert Resort communities.

Investors Continue to Eye Inland Empire Office Properties

Elevated office deliveries, due largely to the Inland Empire’s healthy long-range demand drivers, resulted in a vacancy increase in 2007, although extended forecasts highlight the metro’s strengths, according to a third-quarter “Office Research Report” released by Marcus & Millichap Real Estate Investment Services, the nation’s largest real estate investment services firm.

VOIT Development Company Sells 15 Acres

VOIT Development Company has sold 15 acres of land at its Waterman Business Park project to the California Housing Finance Agency. "When we originally purchased the Waterman property, our belief was that based on its location, the property could become more than simply an industrial park. We believed it would be a regional business center," explained Robert D. Veo, president of The VOIT Companies. "This acquisition for an office campus absolutely validates VDC's initial vision of itself." Waterman Business Park is a 500,000-square-foot mixed-use and industrial business center situated on 31 acres along Waterman Avenue in San Bernardino.

The California Housing Foundation Not for profit char-

table foundation founded in 1996 by...
The Arrowhead Regional Medical Foundation, a non-profit entity that serves as the fundraising arm for ARMC, has received its largest monetary gift in its 30-year history, a $1 million donation from Dr. Edward G. Hirschman and wife, Anne, of Newport Beach.

Dr. Hirschman has requested that the donation be used for "general worthwhile purposes" that will aid ARMC in its ongoing efforts to improve the health of residents throughout San Bernardino County. To commemorate the donation, ARMC will rename its Inland Counties Regional Burn Center to the Edward G. Hirschman Burn Center at ARMC.

For years, Dr. Hirschman has been a strong supporter of the medical center and the services we provide to the community," said ARMC Director Patrick Petre. "We'd like to thank him and his wife, Anne, on behalf of the hospital and patients who will benefit from his generosity. A donation of this magnitude is unique, and we most certainly will put it to good use.

Dr. Hirschman, who lived in Redlands and San Bernardino for 25 years before he moved to Newport Beach, served as the director of Pharmacy Services for the old San Bernardino County Medical Center (SBMC) from 1980 to 1997. ARMC, owned and operated by the County of San Bernardino, opened in 1969 as the replacement facility for SBMC. Dr. Hirschman continues to work as an ARMC Pharmacy Services Consultant. A renaming ceremony for the Edward G. Hirschman Burn Center is scheduled for January 2008.

"My heart is at Arrowhead," said Dr. Hirschman, who will also be given a permanent seat on the ARMC Foundation’s Board of Directors. "I had wanted to do this for years, and now is the right time.

"I am honored to have my name attached to the medical center’s outstanding burn center, and my hope is that this donation will help the hospital to continue its work in the area of patient care."

ARMC’s Burn Center is a 14-bed unit offering comprehensive burn care for children and adults of all ages. The Burn Center, which has provided burn care to area residents since 1977 when it was opened at the SBMC, is the only burn center serving the four counties of San Bernardino, Riverside, Inyo and Mono.

A brand-new expressway that will improve travel safety, spur economic growth across the High Desert and divert truck traffic from Southern California freeways and High Desert highways will get a major boost. A two-county agency charged with building the High Desert Corridor today released a Request For Proposals to engineering firms to submit plans out for how the project can be financed and built.

"This is a major step for a project that has been discussed for years to come," said San Bernardino County Supervisor Brad Mitzelfelt, who is chair of the High Desert Corridor Joint Powers Authority. "We have an opportunity to create jobs, reduce traffic congestion and accidents, and improve the quality of life for High Desert residents."

The Board of Directors for the High Desert Corridor Joint Powers Authority includes representatives from San Bernardino and Los Angeles counties, along with the High Desert cities of Adelanto, Apple Valley, Victorville, Lancaster and Palmdale.

The Corridor, also known as the E220, will run from Palmdale to Victorville, and will be a crucial element for creating an "inland port" complex. It will connect to a separate project currently spearheaded by the City of Victorville that will link Interstate 15 to US-95, including a connection with Southern California Logistics Airport, and in a later extension to Highway 18 through Apple Valley. The engineering firm that is selected will work closely with Victorville.

Southern California Logistics Airport, the former George Air Force Base in Victorville, is already emerging as a key hub for moving freight by air, ground and soon by rail as the BNSF Railway Company is developing a large railroad yard. Multimodal freight distribution centers such as SCLA are vital to lessening dependency on the Los Angeles basin for goods movement, and keeping pace with the global economy. Los Angeles County officials plan to see similar developments at Palmdale Airport.

Engineering firms that respond to the request for proposals will not only outline a preliminary design, but must also spell out a financing plan. Proposals are due back to the IPIA in March 2008.

The High Desert Corridor is a giant step closer to becoming a reality," said Supervisor Mitzelfelt. "It is my goal to have this highway built within 10 years, but it can’t happen soon enough. We need to get trucks and congestion off the interstate 10 and 15 and Highways 60, 210, 138 and 18, and this is our best opportunity to do so."
Investments Resolutions to Follow All Year Long
By Naseem Quader

Here are a few resolutions that are easier to stick with than many of the traditional New Year’s resolutions. You do not have to overcome big obstacles to follow these; the benefits of investment just develop a few good habits.

Re-evaluate Your Portfolio
Analyze your portfolio holdings considering your investment objectives, time horizons and life stage. If you have invested heavily in stocks and are approaching retirement age, you may want to consider reallocation a portion of your portfolio into high-quality bonds. Their long-term potential may not be as high as stocks, but neither is their short-term volatility. As you get closer to the time when you will need these assets, many investors want to consider shifting to more conservative investment vehicles to help reduce risk.

Take the Long-Term View
Consider the quality of a company before you invest and research its track record over five to 10 years. Resist judging an investment solely by last year’s return—past performance is no guarantee of future results. A good investment can have an off-year and still provide outstanding returns over the long term.

Invest in a Blend of Securities
One-time test to help reduce risk in a portfolio is to diversify. That means holding a mix of stocks, bonds and cash-equivalent instruments from a variety of issuers. Younger, conservative investors who want to invest in stocks for long-term growth may want to consider increasing a portion of their portfolio into corporate and government bonds. Investors of retirement age may keep in mind that inflation could erode the returns on short-term securities. Maintaining at least a minority portion of a portfolio in equities could improve the chances of keeping total return (yield plus capital gains) above inflation. This strategy does not protect against loss.

Keep an Emergency Fund
Be prepared for unexpected cash needs: emergency medical bills, child care, home repairs and living expenses in case of a sudden job loss. Always keep a portion of your portfolio liquid.

Watch for Tax Developments
The amount you keep after taxes is the most accurate measure of your investment’s performance. Your tax bracket, investment objective and changes in tax codes could make changing your investment strategy worthwhile. Consider speaking with your personal financial and tax advisors about whether tax-advantaged investments may be suitable for you.

Leave a Legacy
In today’s environment, it may be a good idea to consider investment strategies that allow you to leave an estate for your children, grandchildren, other heirs or a favorite charity as part of your overall financial plan. Such plans may not require as much updating as altering your investment objectives. A conversation with your tax and financial advisors could help your beneficiaries eliminate probate (a lengthy procedure where the court handles distribution of assets not designated to a beneficiary) and other estate planning issues.

Take Time and Money
Take advantage of the services offered by your brokerage firm. You could save yourself the trouble of delivering stocks and bonds to your financial consultant at any time you’re ready to sell an investment by having your

REAL ESTATE NOTES

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

Duke Realty Corporation has announced the purchase of 16 acres of land in Kelton, its first acquisition in the Southern California market since it established an operation in New Port Beach last February. Duke intends to develop a 352,000-sq. ft. industrial building on the site, which is located in Kelton. Plans call for developing the building in the summer of 2008. A new 18-acre, 20-building business park in Lake Elsinore is slated to get underway in February 2008. The project, Fairway Business Park, is tailored to satisfy what project officials say is a need for "wide range of options for businesses." The development received city council approval earlier this month. Upon final build-out, the $35 million Fairway Business Park will comprise 280,000 sq. ft. of warehouse, light industrial and office space on Pasadena Street, situated between Chesanoy and Chasey Streets, along the key 1-15 corridor. The project, which will be the second largest business park in Lake Elsinore, is a venture of Manhattan Beach-based Fairway Partners and Adler Realty Investments, out of Woodland Hills. Total project completion is slated for 2010. Phase one of the business park will comprise nine buildings including three "dock-high structures" from 20,000 sq. ft. to 31,000 sq. ft., four buildings from 16,000 sq. ft. to 20,000 sq. ft. with approved outdoor storage, and two multi-tenant buildings divisible down to 1,58 sq. ft. Phase one is expected to be completed on page 33

January 2008
**Iran-Mexico Meeting Deepens Ties to Islam**

President Calderon welcomes Khatami in effort to bypass confrontational West

By Jerome R. Corsi

In a little notice meeting reflecting growing ties between South America and the Islamic world, Mexican President Felipe Calderon welcomed former Iranian President Mohammad Khatami to Mexico City.

The two leaders met last month at Los Pinos, Mexico’s official presidential residence, to discuss deepening cultural bonds with the Islamic world in the face of Western notions of “a clash of civilizations.”

The visit drew virtually no mention in the press outside of Mexico, even in Iran.

Khatami came at the invitation of the International Center for Dialogue between Civilizations, established in 2006 at the Colegio de San Luis in the Mexican state of San Luis Potosi.


In his speech, Khatami proclaimed a “Dialogue among Civilizations,” a theme echoing a 2001 U.N. declaration.

Similarly, a statement by Calderon emphasized, in diplomatic language, that Khatami was promoting an exchange of opinions “concerning the roads available to promote peaceful coexistence among nations and cultures.”

*The Mexican newspaper* *La Jornada* echoed the presidential statement: “The government of Mexico-abiding with its conviction that dialogue and negotiation should be promoted as the preferred means to advance agreements.”

The radical leftist La Voc de Aztlán in Los Angeles char-

ialized the Khatami-Calderon meeting as “part of a growing alliance between Latin America, South America and Islam.”

La Voc de Aztlán also noted: “President Calderon has been worried about the growing racist hostility against Mexicans and Mexican-Americans in the USA.”

The online publication said the visit “may signal the beginning of a new international alignment that may bring into reality what Patrick Buchanan wrote in his new book, “Day of Reckoning.”

In July, Venezuelan President Hugo Chavez met in Tehran with President Mahmoud Ahmadinejad, reflecting Tehran’s recent campaign to develop closer relations with Latin America.

Continued on page 26

**COMMENTARY/OPINION**

**Bury My Heart at the Polling Booth**

By Joe Lyon

I try not to get too political when it comes to elections, but I have spoken out about the proposition concept before, so let me voice my opinion again. This time I am opposed about four times.

Out of curiosity and despite the fact that they own nothing, they have agreed to give large amounts of money to the state to help. Meanwhile, they are taking care of their other tribes which don’t have casinos and even subsidized health care and even senior care and even subsidies to other tribes which don’t have big gambling revenues.

Other demographic groups, unfairly treated in history, have demanded reparations for past injuries. Not the tribes. Native Americans have stood up and taken care of their own, no matter how many times they have been beaten down.

People who oppose the aforementioned proposition feel that if the tribes are going to give money to the state, then the state should give in turn to the tribe’s gambling profits. This would be like your college alumni checking your bank account if you are donating enough to it. None of their business.

Opponents also claim that this will give unfair riches to the big tribes and hurts the little ones without a casino income of their own. This is patently untrue. As I just mentioned, the rich tribes have been sharing their wealth with their poorer brothers, again not by self-determination, not by legislation.

There is also an allegation that health coverage for casino workers is outrageous and many people have read in history of the terrible things that the tribes get any credit for hiring non-tribal workers anywhere? But just how much financial good do the casino tribes do as far as area wide employment and circulation of money? Certainly the Highland area around San Manuel and the tribal reservations near Pechanga need casino dollars roll over into restaurants, gas stations and even discretionary retail sites.

Indian gambling is good for the local economy.

Then there is the matter of the tribal donations to non-tribal service and non-profit groups. This money doesn’t count as part of the donation to the state.

There is even a complaint that the tribal payments to the state are not funding education. Well, whose fault is that? Do the tribes have to make out checks to the California School System, or should the state set up to that the schools get their fair share?

One final note. On the bottom of the press release which I received is disclosure of just who makes up the No On 95, 96 group. The two first names on the list are Bay Meadows and Hollywood Park!

Gee, you don’t suppose there is some jealousy going on here, do you?

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

**THE GAINERS**

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<th>Company</th>
<th>Current Close</th>
<th>Pct. of Month</th>
<th>% Change</th>
<th>Point Change</th>
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<td>-0.10</td>
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**THE LOSERS**

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<th>Company</th>
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<th>Point Change</th>
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<td>Provider Financial Hldg. Inc</td>
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<td>-0.10</td>
</tr>
</tbody>
</table>

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

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**Duff & Phelps, LLC**

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**Five Most Active Stocks**

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<th>Stock</th>
<th>Month Volume</th>
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<td>Hansen Natural Corp</td>
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<td>Fleetwood Enterprises Inc</td>
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<td>HOT Topic Inc</td>
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<tr>
<td>Watson Pharmaceuticals Inc</td>
<td>14,267,275</td>
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"Laws were made to be broken"  
Christopher North, May, 1830

"Had laws not been, we never had been slain; 'd for  
not to know we 'sinn 'd is innocence"  
Sir William Davenant  
1660-1668
Ever had a customer experience that left you with a genuine sense of delight? On the other hand, have you ever had an encounter with a company that left you gnashing your teeth and griping about the experience for weeks? What is it about that one company that left you like this?

There is a surprisingly simple answer: Great customer experiences happen when companies keep their word. Below are examples from both ends of the spectrum: brilliant branders who consistently create the ultimate customer experience and wolf criers who claim they do but actually don’t.

**The Brilliant Branders: How they do it**

Businesses fail for any number of reasons, but there is only one foolproof way to build a truly successful one: Stumped? The key to business success is to consistently deliver on your promises—over deliver—on your brand promises. That’s exactly what the following companies do, day in and day out.

“Companies know that even ahead of sales numbers and profits, the most important part of your business is the relationships you build with your customers and employees. It’s that simple. Deliver on your promises to your employees and they’ll be sure to deliver on your company’s promises to your customers. The resulting ultimate customer experience turns your customers into loyal, raving fans who will take the time to tell others about the promising company to the promised land.”

1. **Saturn**

Saturn, the little car company that could, has built its business around a promise to surprise and delight people in all aspects of the automotive experience. The Saturn brand survives because it delivers on this promise by providing hassle-free, convenient service, honest, and even-to-earth transactions. It tells sumers what’s it’s “a different kind of car company,” and it is.

As evidence of that, one man shared his Saturn ultimate customer experience in a 2005 BusinessWeek Online article by Diego Iguacel. The author described how his car’s company was on time to take care of his car. Saturn was a Saturn customer service center. According to the article, in order to give the man an even more automotive experience as they promise in the brand purpose, the customer service rep arranged for the Honda to be towed and the car to be picked up. They then let her know that she was okay. The reason Saturn succeeds is not because they make a better car than their competitors, but because they over deliver on their brand promise. That’s exactly what the following companies do, day in and day out.

2. **Ben & Jerry’s**

From its inception in 1978, Ben & Jerry’s set out to create a special customer experience and a socially-conscious company. When their first store opened, the pair immediately created a partnership with the Burlington, VT community where it was located. Their first summer there, they held a free movie festival by projecting movies onto the outside wall of the store. Throughout its existence, the company has been dedicated to creating jobs for Vermonters. Ben & Jerry’s seems to be built around the idea that you can have a thriving business and still give back to your customers, community, and employees. As the company has grown, it has continued to strive to put out the highest-quality products while still being good citizens.

Rather than throwing away excess milk, Ben & Jerry’s began feeding a Stowe, VT, farm ice cream waste. *• They got their head around using Bovine Growth Hormone (BGH), refusing to use milk from cows that were given the hormone.*

*• The company has created unique (and delicious!) flavors that have helped bring attention and funding to everything from rain forest preservation, to disadvantaged people, to Farm Aid.*

3. **Costco**

Through their excellent employee retention plan, Costco shows that finding the ultimate customer experience starts with treating your employees well. Costco is a general merchandise company that sells high quality, low-cost items from name brands, to automobile tires, to crystal chandeliers. A crucial component of its success is employee loyalty, which translates to employee evangelism. In fact, Costco has the lowest employee turnover rate in retail. The average wage for a Costco employee is more than 40 percent higher than its closest competitor, Sam’s Club. And the company provides excellent benefits, contributing to employee (401(k) plans after two years and providing health insurance to part-time employees after six months of employment. Employees say they want to work at Costco until retirement—a rare and beautiful sign of employee satisfaction. Naturally, the effects of the company’s approach to employees ripple outward as Costco shoppers appreciate the fact that the low prices they enjoy do not come at the expense of workers’ wages and benefits.

4. ** Wegmans Food Markets**

Wegmans Food Markets is another great company that constantly over delivers on its brand promise of “Every Day You Get Our Best.” Wegmans is a 70-store, family-owned supermarket. Its promise is on giving its best to both customers and employees. CEO continued on page 32
How Have Your Customers Changed in the Last Five Years?

By Ross Shafer

First of all, forget the tired, old adage; “The customer is always right.” He/she is just not true…or even relevant, anymore. Replace it with, “The customer is always vulnerable.”

Customers feel vulnerable, helpless, and emotionally unarmed. That was the clear message we got from when we dissected 1,000 random customer complaints we found on customer complaint Web sites, blogs, and chat rooms. We didn’t edit the complaints. We didn’t solicit them or try to manipulate them. We just read what customers typed into cyberspace when they had nowhere else to turn for satisfaction. The complaints were emotionally charged and spoke to how customers feel before, during, and after the transaction…with you.

What’s Caused This Drama?

If your customers get emotionally about the transaction because they need you for something. And, it’s just not true. They need you because they feel vulnerable. Someone else has violated their body for something, you’re there to fix it. (I realize using “they” and “him” and “her” is wrong, but I didn’t feel safe in our own eyes. We weren’t always right!”

Your production deadlines. He/she can get some sleep at night. (I realize using the “he/she” is annoying but let’s face it, he may be a very powerful sh!t)

Then, There is the Human Matter of Self Sufficiency. You don’t let me forget to mention customers. Why? Your purchase/Kiosk/ATM/Self Checkout economy is doggedly designed to build your customer base, maintain a lot of bids, busi- ness, or service calls over the Internet today, count on it to infiltrate your business soon. Online inquiries, bidding sub- missions, progress reports, sales, and evaluations are already becoming popular. Saves time, right? Short term, yes. But, there is an enormous loss opportunity cost when your customer no longer needs you. Because so many business people have learned to complete the transac- tion themselves with a computer or through an automated kiosk, it actually makes them feel stupid. Rather, take the position that you may have mis- heard them carefully clarify again. Keep digging deeper with more questions until you are absolutely clear about his con- cern.

The Customers’ Final Moment: Customers remember how they felt during the final moment more than at any other time during the transaction. So make your final moment worth remembering. Naturally, you want to leave them with a smile and a promise kept. But more importantly, make them feel like they were valued and seen by you. Positive “final moment feelings” are what will only bring them back. Yet, don’t ever eliminate your need to com- pete on price alone. Customers will pay a premium price to be treated like human beings.

Much of the blame for this advance goes to laptops and gamers. The laptop costs to function without a flat screen. Gamers demanded better, sharper pictures for their action. As a result, a whole new thing. Critics have described HD pictures as the equivalent of putting a HDTV lens on a grainy film. The price for a HDTV. You have to set your price for HD and 70-inch picture. It is created with two passes instead of one. This results in an effective resolution of over one megapixels.

The picture tube is dead. Your next TV will be a digi- tal flat screen. But before we get there, I want to go back to what those actors who found they did not have a voice when sound came in. Movies. When those who make bad complexes ran so rampant in the newsrooms?

There is the size factor. Your old 32-inch picture tube just can’t compare to a 40-inch big screen. Screens in the 50, 60 and 70-inch range are positively stunning.

You also have to understand the shape of the picture. Your old set has a square picture. Actually the picture width to height ratio is about 4 to 3. The new flat screens run 16 x 9. Add a Dolby 5.1 Surround Sound system, and you have turned your living room into a movie screen. In fact, many people now refer to living rooms as the entertainment center. It’s Manhattan’s pre-historic high-tech feng shui, such rooms are designed around the picture and the speaker placement.

Your next question is proba- bly, “Just what is HD TV?” Here from your digital picture, which pro- vides greater sharpness by pro- viding more “lines” of picture. Your old analog set has about 480 lines from top to bottom, making up a single frame. Your eye perceives this as just as it does a small spot on your glasses. HD comes in two forms. The 1080. You have a set that refers to over one thousand lines, more than twice the old picture. The 720 number of HD sets has about twice as much against two, making a difference of only one of HD. This results in an effective 1440 line frame. According to a recent article in “TV Guide,” 1080 is considered the best.

So, what kind of set do you get? You basically have two choices. The plasma set and the LCD set. Plasma has better color, black levels and contrast ratios and is faster for catching the quick action like sports. LCDs play better in a bright room. It handles glare better and is consi- dered the most accurate TV set out there. So if you are looking for your X-Box 360, this is the way to go. LCDs also weigh less, which is important if you want to have your new set wall mounted.

Both have a more electricity that your old set. Both run hotter. Again, according to “TV Guide,” the most popular plasma sets are the 42 inch ones and LCDs are popular in the 40-inch models.

You might notice chan- nels seem to have an odd ghost effect to pictures, espe- cially dark scenes. This happens when you are watching analog channels on your digital set. Less pixels of the digital ones and thus the internal computer compensates and they will go away on your new digital set.

If you watch a lot of movies on TV, it will serve you well. Gamers and people who want their sets to double as computer monitors should consider the LCD.

But things don’t end when you open the box. You might consider getting a cable hookup or a satellite dish. The laptop computer can function without a flat screen. Farming demanded better, sharper pictures for their action. As a result, a whole new thing. Critics have described HD pictures as the equivalent of putting a HDTV lens on a grainy film. The price for a HDTV. You have to set your price for HD and 70-inch picture. It is created with two passes instead of one. This results in an effective resolution of over one megapixels.

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If you watch a lot of movies on TV, it will serve you well. Gamers and people who want their sets to double as computer monitors should consider the LCD.

But things don’t end when you open the box. You might consider getting a cable hookup or a satellite dish. The laptop computer can function without a flat screen.
Overcome a Talent Shortage: Create a Gen-X Friendly Workplace to Retain Key Talent

By Deanne DiMarco

The 75 million baby boomers who are about to retire in the next 10 years will leave a major gap in the workplace. And the exodus of boomers from the workforce will only increase over the next 10 years. So the question is: Who will replace these retiring workers? Let’s take a closer look at the next generation (Generation X, as they’re called) and what makes them tick.

1. Focus on collaborative relationships.

Gen-Xers grew up in social conditions very different than previous generations. Many were latchkey children, and 30 percent were raised in single parent homes. They often spent an excessive amount of time alone. As a result, today Gen-Xers are relationship builders. In fact, this need for strong relationships touches every aspect of their life at work, and as consumers. As such, companies need to develop new communication models that include strategies for building "it" together.

Unfortunately, many managers still don’t use their workforces to collaborate on projects, goals, or the development of ideas. Instead, they use coercion or they dictate what is going to be done. But that approach doesn’t cut it for the Gen-X workforce.

Companies that retain these workers for the long haul need to take a collaborative approach to such things as decision making, problem solving and product development. Yes, Gen-Xers want the company to do well, but they also want other companies in the workplace so they need to go.

So rather than tell your Gen-X employees what steps to take to solve a problem, allow them to brainstorm with their creative ideas. Or, if you need to decide on a course of action, get their feedback on which option to choose. Really listen to what they offer and act on their input. Be open to what they say and solutions in the years to come.

2. Offer variety.

In the past, the baby boomers were interested in job status and climbing the corporate ladder. In contrast, Gen-Xers are interested in equality, flexibility, and a lattice corporate structure. The Gen-Xer is not impressed with status symbols like title or position; rather, they want an uncorrupted corporate structure coupled with opportunities to learn new skills. When given the choice, they prefer flex hours and the ability to telecommute over a higher salary.

Therefore, rather than restrict your Gen-X workers from trying new things, encourage them to. Offer them opportunities to learn new skills, to job share, and to exist in projects, or departments.

3. Work in teams.

Team and the ability to bond with others is core to Gen-X work ethic. And while many organizations give lip service to team building training and activities, most organizations are rigid. Managers and employees do not feel valued as a person. In fact, the “good old boys,” bureaucratic cultures, and the “double standard” of yesteryear are seen as draining, egocentric, and childish to Gen-Xers. That’s why companies need to focus on creating a truly team-focused environment to keep these much needed workers.

For example, when it comes to leading Gen-X workers, managers need to do more than just manage; they need to work alongside the employees doing the daily activities. Also, assign teams within the department to complete projects. For each new task or project, rotate the team leader so everyone has the opportunity to develop his or her leadership skills.

Additionally, have people work in dyads, where one team member helps another on a project to build internal working relationships. And allow the team members to self-manage. After all, you hired them because of their expertise, so let them put that expertise to work and see the project through from beginning to end.

Continued on page 34
Largest Sales and Use Tax Delinquencies in the Inland Empire

Below is a list of the largest delinquent sales and use tax accounts over $100,000. The Board of Equalization is required by law to post this information every quarter, removing accounts that are being addressed through payment arrangement, bankruptcy, litigation, or appeal.

If your information has been posted in error, or you have questions about the list, please contact the Board at 916-445-5167.

### NAME

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Operation Employee Loyalty: Twelve Ways Small Business Owners Can Ensure Their Best Employees Never Want To Leave

You don’t have to pay your employees huge salaries to earn their loyalty. In fact, if you’re like most small business owners, you can’t. Entrepreneur Expert Ty Freyvogel lays out some non-monetary ways to create loyal employees who’ll stick with you through the ups and downs.

Every entrepreneur knows the hectic lifestyle that comes along with starting and running a company. ( Heck, most of us live for the craziness!) But have you ever considered how this work schedule affects your employees? You bet they’ll be doing the same jobs day after day while you’re out of town or working extra hours. Freyvogel says, “I know your employees’ points of pain and what you make them happy. If you use this information to meet the special needs of your employees and even surprise them with a few extra perks, you will be able to build strong relationships with them—and, in turn, will be willing to go the extra mile for you.”

Here are 12 ways to keep your overworked (and perhaps underpaid) employees loyal to you and your company:

- **Provide them with much-deserved time off.** Time off doesn’t have to translate to the business being understaffed for the day. There are all kinds of ways to give your staff a little break without slowing the business down. “Give them Friday afternoons off in the summer,” says Freyvogel. “Or give them the day off before or after their vacation off to relieve the stress that always accompanies taking off work.”

- **Another option is to set up a compressed work week for your staff so that they get time off at the end of the week,” he adds. “‘You’ll help them ward off burnout, and after a little break, they’ll be ready to go to work and do a great job for you.”

- **Give them bonuses at critical times.** Pay bonuses closely with your employees and know a lot about their lives outside of the work. Act on this knowledge in ways that benefit them exactly when they need it most. “If one of your employees has a new baby or a sick spouse or needs to be handled because of the financial burden during these times,” says Freyvogel. “She will appreciate your concern for her and her family’s well-being.”

- **Be flexible.** Your employees may not have the time or the interest to make your business the best. The least you can do is be flexible when they have to take unexpected time off or need to work a new schedule. If an employee is having a personal problem, help him create a way to solve his problems without feeling like he is going to be in trouble.

- “If your employees have children or are taking care of their parents, you may want to consider providing childcare or eldercare assistance to reduce their scheduling burdens,” says Freyvogel. “This helps the employees save a huge benefit. And one of the perks of living in the Age of Technology is that location is no longer an issue with a huge number of jobs. Your employees might be able to telecommute at least part of the time or work flexible schedules. If your business can operate this way, talk to your employees to see what they prefer.”

- **Be sensitive to their strengths and weaknesses.** Carefully evaluate where your employees do their best work, and ask them what jobs they feel the most comfortable doing. For example, if an employee isn’t a good salesperson, they won’t excel working the front of the store. And you wouldn’t want one people to be handling your customers anyway!

- **Constantly recognize a job well done.** Everyone likes to be told they’ve done a good job.
REAL ESTATE NOTES... continued from pg.6
unveiled solar electrical options at buyers for Waterman Business Center. We believed to be a first for small- and medium-sized applications for speculative industrial buildings in Southern California. Working with Irvine-based Suntek, Seventh Street is offering buyers of Waterman’s buildings five different system options sized from 3,300 watts to 19,800 watts, which will be customized to the energy needs of each user. The various packages include the installation of the solar panels, the inverter which converts solar energy to AC power, and a computerized controller that regulates the system and directs unused power back to the utility, as offered by building optional features at predetermined, fixed prices for fully installed systems. Pomona, Seventh Street sold a 16,700-sq.-ft. warehouse building on an acre of land to their Mission-71 Business Park, a master-planned complex near the I-10 and 57 freeways. The buyer was RJ Sports, a manufacturer and distributor of golf and sports balls, which will use the building for its headquarters and distribution facility. Seventh Street was represented by CB Richard Ellis team of Lyn Knox, Barbara Emmons, John Privett and Lyn Everett. In other sales market news, the creative synergy of artists and local organizations that the Indian Wells Arts Festival is designed to incorporate a number of local charities as partners in the Festival. Participating organizations include College of the Desert Art Department, Braille Institute, The Children’s Discovery Museum of the Desert, Student Creative Recycle Art Program (SCRAP). Gallery, The Champions Foundation and Palm Desert Soroptimist. Festival Producer, Deanne Funke, describes the festival’s objective: “We promote and celebrate and emerging artists within a festive environmental dome that is covered by all. The creative synergy of artists and local organizations that we have on hand to donate to their art programs and scholarships.” General admissions: $8.00 for Adults, Children 12 and under free. Parking - FREE with valet available. The Indian Wells Tennis Garden, 78-200 Miles Avenue, Indian Wells, California. For more information, call 760-346-0042.
Casino Resort Spa Prepares for April Opening

The Agua Caliente Casino recently announced several key management roles.

Director of Central Human Resources — Michelle Scharfwaever. Michelle Scharfwaever has been with the Agua Caliente Band of Cahuilla Indians' central human resources department since 2005, most recently as director of training. In her new role as director of central human resources, she will supervise all recruitment and training efforts for the tribe.

Shawn Highland, Hotel Manager
Shawn Highland joined the Agua Caliente Band of Cahuilla Indians in 2005 as hotel manager at Spa Resort Casino in Palm Springs. He will now manage all hotel functions at the new Agua Caliente Casino.

CSUSB briefings...
continued from pg. 3

• Jan. 31 — "Stolen Without A Gun: Confessions from inside history's biggest accounting fraud — the collapse of MCI WorldCom," Walt Pavlo, founder and president of Erika LLC. Pavlo's perspectives on business are personal as he served two years in federal prison for wire fraud and money laundering while working as an executive for MCI Telecommunications in 1996.

• Feb. 3 — "Teamwork: Independent Minds Working Together to Maximize Success," Jon Slater, president and chief executive officer of Optivus Technologies. Slater founded Optivus to develop therapies to treat cancer and to develop centers throughout the world. In 1987, he joined Loma Linda University Medical Center and subsequently led the engineering team that developed the world's first proton beam treatment centers.

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CORPORATE PROFILE

A Tasty Growth Market in the Inland Empire

By J. Grover Crockett

With an Inland Empire population exceeding 4 million, and expanding daily, the area is certainly feeling economic growth, naturally, but also growth in career opportunities. The fact that approximately half of that population is under 21 means educational growth as well. Enter, The International Culinary Schools at The Art Institute located in the city of San Bernardino. The year-old Inland Empire culinary campus is one of 30 locations in North America.

With an area that includes the likes of Palm Springs, the Temecula wine country, five Indian gaming casinos and some of the state's finest skiing resorts, the Inland Empire's need for excellent chefs and managers is paramount. And while "outsourcing" is a significant concern in business today, you can't outsource a chef.

The California Labor and Workforce Development Agency estimates are that the need for chefs and food and beverage managers will rise about 30% to 70% positions in the Inland Empire by 2012. When the word "chef" pops to mind, many of us immediately think of those tall, puffy white hats, or maybe a sparkling TV personality barking out orders or flashing out a full course meal in 15 minutes. There's more to it than that, however. A lot more.

"There are so many varied and challenging careers in the culinary field," remarks Chef Eyad Joseph, academic director of The International Culinary School at The Art Institute of California — Inland Empire. He should know, having spent decades heading the kitchens at many of the nation's finest restaurants and resorts.

"Our goal here at The International Culinary School," he adds, "is to train chefs and managers who can cook. We want to produce men and women who know more than creating a nice lunch or delicious dessert. There's so much more to being a chef or managing a restaurant than most people realize." There are head chefs at restaurants, of course, but also sous chefs, cruise ship chefs, dessert chefs, industry-industry chefs, pastry chefs, school chefs and so much more.

There are restaurant managers, food and beverage managers that serve at hotels, resorts and cruise ships, caterers and restaurants.

And the Culinary School's training goes well beyond the elaborate recipe.

"At the Inland Empire campus, the Culinary Arts faculty sets out to groom a 'complete' chef — or manager — who is ready to step into a career with a breadth of knowledge and experience unparalleled in culinary training," said Chef Joseph.

Students learn to prepare various pastries and desserts from breads to meringues, from fritters to sorbets and from preparation to presentation.

They prepare classic and modern charcuterie products, hors d'oeuvres and appetizers. They learn the latest in culinary and cooking techniques of domestic as well as international breads, led by a culinary director who speaks five languages: Spanish, Italian, Latin, Arabic and English.

Students study the various cuts of beef, veal, pork, lamb and poultry, and are taught differing preparation methods and other seafood preparation. Food handling, sanitation and safety are critical ingredients in a chef's training, too.

Preparing and designing a menu and pricing it according to budget are necessary parts of the culinary education, as well. And so is learning all about the tools and equipment of the kitchen, along with the maintenance of them and the important safety aspects of their use.

Handling buffets, banquet tables and catering events is also part of the school's curriculum, as is understanding and addressing the current trends in foods and their preparation, staying current with the latest technology, concepts and ingredients.

Food chemistry is important for the well-trained chef, too. At The International Culinary Schools at The Art Institute students learn how basic ingredients impact the taste and quality of food products.
Culinary Institute

continued from pg. 23

tudents. Students are also shown how cooking procedures affect the character and the structure of foods.

Then, there’s the nutritional aspect of it all. Would-be chefs are shown the sources of major nutrients and how to best retain those values in both food preparation and storage. They then apply the principles of nutritional needs through menu planning and food preparation.

And the financial side. Cost control, budget adherence, purchasing, receiving and storage all come into play, along with, naturally, making a profit.

There’s training in dining room operations and beverage management, along with the most effective ways to hire and train staff and solve their professional and individual problems.

Naturally, computer skills and applications are taught throughout the degree program.

The International Culinary School at The Art Institute of California – Inland Empire is an accredited college. Accompanying the obvious classes in culinary specialties, are such general education courses as public speaking, college English, algebra, sociology, world civilization, literature, history, and anthropology that deliver a fully rounded education.

Students earn an associate degree, enabling graduates to gain entry-level employment in the culinary field with the opportunity for advancement in the vast food service industry. Students can also earn a bachelor of science degree in culinary management and may manage restaurants, cater special events, offer personal chef services, serve as the food and

cruise ship, own their own restaurant and more. The practical culinary skills and management courses at The International Culinary School provide a foundation for graduates to advance in the culinary arts field. The school also prepares students for entry-level management positions in the food service industry. “Students lack nothing in their culinary arts training at the school, with a multi-million-dollar cooking and storage facility and first-rate equipment,” said Chef Joseph.

“When culinary students graduate from The International Culinary School at The Art Institute of California – Inland Empire,” he notes, “they’re ready for entry-level work. They require very little additional training, and can earn their keep from day one.”

Those interested in starting a culinary career are in luck. Classes start eight times a year at The International Culinary School. The Winter Quarter begins Jan. 7, with classes offered in the day, evening and on weekends for new and return students. For details, or a tour of the campus, call (909) 915-2-100, or go online to www.artinstitutes.edu/inland-empire.

7 years of Relationship Banking

Steve Jones

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January 2008

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January 2008

INLAND EMPIRE CREDIT UNION REPORT

January 2008

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January 2008

INLAND EMPIRE CREDIT UNION REPORT

January 2008
**Top Colleges and Universities in the Inland Empire**

**Institute Name**

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<th>Institution</th>
<th>City, State</th>
<th>Students</th>
<th>Full-Time Faculty</th>
<th>Tuition &amp; Fees</th>
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**Institute Name**

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Storm Clouds on Horizon in 2008

Calm Seas of Workers' Compensation Threatened

By Wayne Partrie

While declining workers' compensation rates have benefited employers in recent years, there are challenges that cloud the future. The outlook for 2008 is one of caution and concern. 

1. Rising cost of medical treatments. In a climate of declining rates that fosters lethargy and with unique political influences at the state level, it unlikely that state policies will ever converge.

2. Declining trend in evidence-based guidelines will be agonizingly slow. In 2008, many health care professionals will continue to be made by color without appropriate training and expertise in occupational injuries.

3. Declining rate cycle to bottom out. The expectation that rates will remain low belies history. Worker's compensation price cycle has proven "what goes down, must go up."

4. All eyes are turned again to California, often for a precarious cure for the workers compensation insurance industry group is urging the insurance commissioner to implement legislative reform has been propelling the spiral of increased prices but growth in the ever-present negative work.ers' compensation price cycle has been one of caution and concern. While the efforts in California are often precarious, one of the keys to a successful in reducing employers' workers' compensation from an average of $6.47 per $100 for 2007 to $6.29 in the first quarter of 2008. A cornerstone of California's workers' compensation reform was a mandated use of the American Medical Association's Guides to the Evaluation of Permanent Impairment as evidence-based treatment guidelines that enable employers to measure the actual versus expected disability of a work-related injury. It may be based on the injury and determine whether or not treatment matches the prescribed protocol.

While the efforts in California have been closely watched by employers, several states have adopted similar extensive reforms. If you're asking why, workers' compen-
sation is a multiplicity of systems governed by the states and there is no mantra to adopt a national model. A climate of declining rates that fosters lethargy and with unique political influences at the state level, it unlikely that state policies will ever converge.

7. Wellness programs recommend continued commitment. "It's your schmooze and seize the day," says Freyvogel. "Plus, your other employees will see that you are a caring and concerned employer, even when someone is ready to move on. Seeing how well you treat other employees, even on those on their way out, will make others think twice about leaving-believe me, not all employers are so gracious!"

1. Rapport with employees. Show your employees that you know work for you and your business can be stressful by providing a free spa treatment every 10 days or more. It's Your Schmooze and Seize the Century, as well as an ad campaign. As you can see from the examples, you don't have to break the bank to show them a little extra appreciation. The loyalty action helps you keep more of the people you need, your employees, and your business will be priceless.

2. Show your employees the respect they deserve. "It's your schmooze and seize the day," says Freyvogel. "Plus, your other employees will see that you are a caring and concerned employer, even when someone is ready to move on. Seeing how well you treat other employees, even on those on their way out, will make others think twice about leaving-believe me, not all employers are so gracious!"

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If People Love You, They Give You More Money
The Undisputed Secret of Repeat Business
By Ross Shafer

Most companies are obsessed with what their competition is doing. Progressive Insurance wants to know what Geico is doing. Macy's wants to know what Nordstrom is doing. Ford wants to know what Chrysler's secrets are, and so on. And, because I speak with 90+ organizations a year, my clients assume I have an answer...so they can steal it.

Well, I do...and here it is. (Insert drum roll here.)

If your customers love you, they will give you more money.

Too simple, right? Not "high tech" enough for you? Couldn't apply to your business because you're not a customer-facing business? Or, maybe your performance metrics are too sophisticated to measure something as touchy-feely as "soft skills"? Ah, you must not sell your goods or services to human beings.

For the sake of the conversation, let's say you want to experiment with this "love" idea.

How would you go about it?

1. Understand that human beings have one emotion--Empathy.

Many of you make the mistake of thinking your customers, clients, or patients are in a business relationship with you. Wrong. Customers expect a human relationship because they can't tell the difference.

Customers respond to bad service with the same hurt and emotional triggers they experience in a bad personal relationship. If you ignore them, they feel unimportant. If you second-guess them, they feel defensive. If you dismiss them without satisfying them, they get hurt. And they can help. If they are heavily medicated, humans don't have a chance to feel their feelings. However, the feelings of happiness and cooperation surface if they feel loved and respected by you. They want to feel understood by you. We all want to fill our lives with people who treat us well. We want to see those people as often as possible because they make us feel good. Customers want to be emotionally connected to you. So, all you have to do is love them. Loving your customers makes them want to return...and when they do, they will give you more money.

2. Loving you means customers can stop dating other companies.

Your customers and clients have a dizzying number of choices these days. Not only do TV, radio, and print advertising bombard them - the online options further blur their buying decisions. In fact, reluctant customers are often experiment with several companies before settling in with their favorite place to shop.

Want to be the place they settle? "Because, when customers finally find a shop, service, or product they love, what it means to them is that they can stop "dating" other places."

Feeling loved by you is a relief to your customers. It makes them feel smarter for picking you. They can finally stop spending time and money with your competition and start focusing on you.

3. Your "internal" customers will love you.

Let's say you aren't in a "customer facing" organization. At some point you'll have to talk to someone in your organization, right? A boss? A coworker? The UPS guy? These people are your customers and they need love, too. Companies who grow too fast to understand their customers and their need love, too. Companies who grow too fast to understand their customers and their need love, too. Companies who grow too fast to understand their customers and their need love, too. Companies who grow too fast to understand their customers and their need love, too.

The competitor's secret may be that their employees love working there. They're happy, content, challenged, respected, and have an emotional connection with the company. Do you feel that way about your company? Do your team feel that way? If not, you're going to lose good people to your competitor and they are going to take your customers with them. Lost love, internally, means lost talent and lost revenue.

4. You can actually quantify "loving" your customers.

After one of my seminars, a man named John Hilton from Sweetwater, Texas told me he took over his father's grocery store when his dad passed away. John found out that the little store had annual sales of about $250,000/yr but had lost $200,000 during the same period. He decided to take a look at his insurance business to liquidate the store. When he couldn't find a buyer, John decided to step in and see what he could do to save the market.

He couldn't sell his stores or add new products so he turned to his customers - by doing something radical - something his dad never had done. John started loving the customers. He would stand at the front door and say hello to everyone. He'd tell them, "I sure am glad you've come into our store." With a twinkle in his eye he'd say, "We're small but we're mighty." If they asked for something, he wouldn't just point them down an aisle. He would escort them, to, let's say, the oatmeal aisle. Then he'd explain why he carried that particular brand. Then the customer went through the checkout line. John would be standing at the door to say goodbye and wish them a nice evening, or work end...or holiday. John told me that within 9 months the little store was on pace to gross $1.5 million. And, the only thing John Hilton changed was that he started loving his customers. What's even more incredible was that during that time, Wal-Mart opened just a few miles away.

There is the secret you've all been pining for. If people love you, they will give you more money. That is, of course, unless you're too sophisticated for something as silly as that.

About the Author:
Ross is a six-time Emmy award-winning comedian and the writer who also hosted the game shows "Love Me, Love Me Not" and "The Match Game." He is also the author of The Late Show. He is now a consultant, author, and speaker who specializes in customer service, training and sales.


This requires a change in attitude by agents and employers. Agents can no longer "sell" workers' compensation insurance solutions. Only those employers who recognize the value of return-to-work in retaining employees, improving productivity and reducing costs will commit the time and resources required. Progress will be measured in 2008, but changes in attitudes take time and this is much work ahead.

There will be limited use of technology as a strategic tool for cost containment. Sophisticated Internet tools, software and online access to information are available to help employers quickly respond to injuries, predict claims that are likely to spiral out of control - make benchmarks, detect fraud, and improve communication and collaboration between all parties involved in the workers' compensation process.

Investments resolutions... continued from pg. 6

Securities held in the firm's street name. When you're ready to sell, just call your financial advisor.

Or, consider consolidating your banking and investments into a central financial brokerage that, when managed properly, will have a measurable and positive return on investment.

"Clearly managing workers' compensation costs is not an "off"/"on" intervention to be used when injuries occur or rates rise, but a never-ending process that encompasses all aspects of the workplace. The few who take charge will change the risk management paradigm in 2008.

Wayne Partis is CEO of Parteke Insurance Associates, Inc., Cosmic, California, one of only 20 Level-5 member agencies of the Institute of WorkComp Professionals.

A financial plan that includes the above, periodically monitored by an independent financial advisor, could help make keeping your financial resolutions painless.

This article is based, in whole or in part, on information provided by the Media and Marketing Communications of

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Danny Wegman flew new, full-time employees up to the company’s Rochester, NY headquarters so that he could meet them and welcome them to the company, Fortune named Wegmans one of its 100 Best Companies to Work For in 2006.

Furthermore, Wegmans doesn’t only make its employees happy. It also makes the communities where its stores are located happy. According to the company’s Website in each of its store communities, Wegmans tries to do the following: provide food for the needy, give donations to neighborhood activities such as community festivals, help young people become healthy, productive, and support the United Way. All of these aspects combined ensure that customers, employees, and the communities truly do get Wegmans best everyday.

"And perhaps the true sign of a great company, Wegmans knows a failed strategy when they see one," says Deming. "The company closed its 14-store Chase-Pitkin Home and Garden Centers in 2006 after their efforts to become big box players, such as Home Depot and Lowe’s, failed. Leaders at the company realized they were misjudging the quality of their customer service, some wanted to cut costs and thought cutting customer service made the most sense, and some simply made mistakes during critical times. There is a lesson to be learned from each of them: failing to create the ultimate customer experience for your customers will mean failure for your company sooner or later.

1. Time Warner

In 2006, Time Warner bought out Comcast Cable. A series of commercials airing in Los Angeles, one of the cities hit hardest by the change, assured customers that the transition would be seamless; Comcast customers wouldn’t recognize the change. In fact, many individuals’ feelings were of raw helplessness and despair, and the only way they had to connect with other people was through monetary donations, the Red Cross failed to keep its brand trust.

2. Red Cross

A glaring and shocking example of how trust can be instanced from the American Red Cross.

In the hours after terrorists attacked the United States on 9/11, record-breaking pledges poured in from around the world. The Red Cross set up the Liberty Fund as a direct response to the attacks and collected more than $564 million. However, by November 2001, CNN and other news agencies reported that only independent Red Cross chapters were distributing the donations. Dr. Bernadine Healy, who was the outgoing Red Cross president at the time, argued in defense of the charitable organization’s decision to set aside more than half of the money raised for future needs, including possible terrorist attacks. This news angered many donors; they felt like their money wasn’t reaching the intended recipients.

In other words, though donors were not critical of the charity having money set aside. the real question was whether the important agency missed donors into thinking donations were wasted. Immediately to 9/11 relief, explains Deming: "I don’t think anyone really believes the Red Cross deceived people for some selfish, greedy end. But in a moment when individuals’ feelings were of raw helplessness and despair, and the only way they had to connect with other people was through monetary donations, the Red Cross failed to keep its brand trust.

3. Sears

Sears was at one time the preeminent department store. There wasn’t a product they didn’t carry, and all of them were backed by a guarantee of quality. When you heard the name Sears, you knew the product you were buying was high quality. And, if something didn’t work the way it was supposed to, they stood behind it. Sears was ready with a replacement or quality repair. Unfortunately, that time has come and gone. Sears failed miserably as a brand. Not only did it fail to deliver on its promise—the same promise it’s made for decades—it also failed to exceed my expectations with a unique experience where I was treated like royalty.

My personal experience is a testament to the new Sears brand,” he says. “Sears failed miserably as a brand. Not only did it fail to deliver on its promise—the same promise it’s made for decades—it also failed to exceed my expectations with a unique experience where I was treated like royalty.

4. Song Airline

Facing competition from low-cost carriers Jet Blue, Southwest, and Spirit Airlines, the real question was whether the important agency missed donors into thinking donations were wasted. Immediately to 9/11 relief, explains Deming: “I don’t think anyone really believes the Red Cross deceived people for some selfish, greedy end. But in a moment when individuals’ feelings were of raw helplessness and despair, and the only way they had to connect with other people was through monetary donations, the Red Cross failed to keep its brand trust.

5. Starbucks

Starbucks has grown to optimize the idea of creating a brand by generating so-called correct perceptions. The Starbucks brand is not entirely about coffee. The product only gets them in the game. What makes the brand and keeps the customers coming back are experiences and associations.

"The Starbucks brand is the reason we’re willing to stand in line too long and gladly pay too much for a cup of coffee," says Deming. "We ask our customers to stand in line out of the store and into our workplace. We show, through our purchase, how sophisticated we are, how we know about the finer things in life. By associating with the Starbucks brand, we associate with success."

The Wolf Criers: Why they’ve missed the mark

It should come as no surprise that any company that neglects its customers is destined to be a consummate failure. That’s why it’s so astonishing that so many organizations (even multi-million dollar corporations!) are still trying to do business without making their customers their number one priority. The companies below were each failures in this department.

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5. Starbucks

Starbucks has grown to optimize the idea of creating a brand by generating so-called correct perceptions. The Starbucks brand is not entirely about coffee. The product only
have to return their focus to creating the ultimate customer experience, not saving money," Deming declares.

6. Sprint Nextel

Most businesses want their customers to stay with them for the long haul and will do anything possible to make sure they stay happy. But Nextel has a different approach. In late June, the company, which was acquired by Sprint in April by placing the company in its Customer Service Hall of Shame in April, sent a letter out to 1,000 of its customers telling them that "the number of inquiries you have made to us, has lessened to a point where we are unable to meet your current wireless needs."

They gave the affected customers a month to find a new wireless provider before terminating their contracts. "It seems the company was upset with the number of calls these customers were making to customer service," Nextel says. "It is obvious this isn't the way to treat customers, no matter how high maintenance they are."

My suggestion would be that Sprint Nextel take a look at why their customer service departments weren't able to successfully handle customer issues and the customer problem at the source—not just throw their hands up and abandon their customers to the telecommunication wilds."

About the Author:

Scott Deming delivers high-energy sales, marketing, and customer service presentations to clients across the globe over 100 times a year. He is the author of "The Branded Experience: wolf: Deliver On Your Company's Promise and Create Customers for Life" (Wiley, April 2007). It is available at most bookstores and directly from the publisher by calling 800-225-5945.

Public relations veteran Barbara Lohman has joined TMG Communications, Inc. as vice president, broadening the Riverside-based firm's services and capabilities. Lohman has more than 25 years experience in the communications industry. Prior to joining TMG, she served as senior vice president of Washington, D.C.-based Devilleer Communications, Inc. - Palm Desert National Bank announces Sprint Award honorable: Chad Dickson. The award is given to an employee who demonstrates a commitment to customer service, values and mission. Chad is a banking services representative at Palm Desert National Bank's La Quinta branch and has been with the bank for nearly two years. Arrowhead Regional Medical Center's Dr. Joe D. Corless, recognized as one of the area's top physicians in the field of pediatric allergy and asthma and a key figure in the development of the successful

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January 2008

EXECUTIVE NOTES

January 2008

Bernardino City Economic Development Agency Director Maggie Pacheco has decided to step down effective late January 2008. Outdoor Channel Holdings, Inc. announced that John Randall has retired as executive vice president and chief financial officer effective immediately. The company said Owens has agreed to serve as an advisor to the company as needed through Dec. 15, 2008. Outdoor Channel Holdings named Shah L. Burke, a certified public accountant who joined the company as chief accounting officer in October 2007, as interim chief financial officer. Outdoor Channel Holdings, Inc. owns and operates Outdoor Channel America's leader in outdoor TV. The national network offers programming that captures the excitement of hunting, fishing, Western lifestyle, off-road motorsports, adventure and other outdoor lifestyles.
BIA Honors High Desert Homebuilders

Jim and Madeline Tatum receive Lifetime Achievement Award from the Building Industry Association, Baldy View Chapter

The Building Industry Association, Baldy View Chapter honored High Desert home builders Madeline and Jim Tatum at the 2007 installation ceremony at the DoubleTree Hotel in Ontario.

The Building Industry Association recognized Baldy View Chapter President Todd Tatum for his leadership and commitment to the building industry. Ray Fernandez of Rainbow Building and industry giant KB Home were also honored for their contributions to the building industry and community.

More than 300 community leaders, elected officials and home builders attended the Building Industry Association installation ceremony where Madeline and Jim Tatum received a Lifetime Achievement Award for their commitment to the High Desert region.

The Tatum's are the founders of the American Housing Group, a private home building company that constructs more than 200 homes annually. In 2001, they also created the Tatum Foundation, a philanthropic organization that develops schools, parks, hospitals and civic buildings worldwide.

"The Tatum family has been an integral part of the development of Victorville since its inception," said Terry Caldwell, mayor of Victorville, "they are one of the most prominent families in Victor Valley."

Clyde Tatum, Jim’s father, was the first in the family to start building homes and hold­ing a commitment to the High Desert community. Clyde built more than 10,000 homes between 1950 and 1970. His philanthropic contributions include donating 18 acres to the City of Victorville for its civic center and land for various parks and libraries throughout the High Desert. His contributions also included serving as a founding board member of the Mojave Water Agency.

Madeline was a founding member and past president of the Victor Valley Women’s Foundation. She was named San Bernardino County Woman of the Year for three straight years and has also been honored by the State of California as one of its "Outstanding Citizens.

The Tatum’s contributions to the High Desert community include dedicating parks and sponsoring sports teams. The Tatum’s have also served on many philanthropic boards throughout the High Desert region.

"Jim and Madeline love their community. It’s where they raised their children and it’s where they made their livelihood. It’s important to them to make (their community) a better place," said Richard Lewis, president of Lewis Group of Companies, based in Upland.

Drucker award...

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in NY PAs and has placed every single one of them into the production workforce. Additionally, several of the program’s graduates have already moved into higher positions.

“We’ve had so much success because we’re helping people develop skills the employer really wants," said Katy Finch, the Program Director of the ‘Made in NY’ PA Training Program. The staff has a production background, so we really understand what happens on set.

PAs are the first point of contact that residents have with film and television shoots on our city streets," said Katherine Oliver, Commissioner of the Mayor’s Office of Film, Theatre and Broadcasting. "The ‘Made in NY’ PA Training Program is committed to providing well-trained PAs from diverse backgrounds for the hundreds of films, televisions, and commercials that come to New York each year. These talented graduates further the goals of smooth relations between productions and communities.

We’re very proud the program has already accomplished so much.

The Drucker Institute honored the Tatum family and two runners-up Nov. 19 in New York at a gala dinner co-hosted by the Leader to Leader Institute.

The dinner was preceded by an all-day conference, ‘Creating the Future of Nonprofits: Opportunity and Innovation in the Social Economy’. For more on the conference, including a list of speakers, please go to www.DRUCKERinstitute.com.

City Broiler in Chino Hills Gets Rave Reviews

By Robby Mota

The City Broiler is a restaurant, and one that I have recently discovered in Chino Hills. It opened in February 2007 to rave reviews, and is a family-owned restaurant headed by Roger Crawford who has, for over 40 years, opened many other fine restaurants across this state. The City Broiler was highly recommended to me by a friend.

As I walked into the restaurant, I was totally impressed by the beautiful decor and the warm welcome of the servers. The spacious dining room is decorated in natural wood and brick with touches of brass and etched glass. I was impressed right at the start.

The first room I entered was a sports bar, and it was pretty lively that night. With a wide screen TV, sports fans can cheer on their favorite teams watching whatever is scheduled for that evening.

The lounge is there. It was difficult to make people out. This award- winning restaurant is simply hard to believe. The entire staff was friendly and accommodating. I was not disappointed. The presentation was unique and the chicken was terrific. For my entry, I ordered the steak. It was done to perfection, medium rare. The array of desserts were astonishing. No one had ever seen such a dish. I was delighted.

The server was attractive but not overly. She always had a smile and made sure that nothing was overlooked. I noticed that Roger was a man of detail. It is essential in this business. We went from table to table to make sure the rules were still fresh for his customers.

The City Broiler was voted by "Inland Empire Magazine" as the Best Restaurant in 2008 in a yearly contest held by the public.

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**Bestselling Business Books**

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

1. *The Age of Turbulence: Adventures in a New World*, by Alan Greenspan (Penguin Group...$35.00) (2) Former Fed Reserve Chairman tells...all more or less.
2. *Think Big and Kick Ass in Business and in Life*, by Donald Trump with Bill Zanker (HarperCollins...$26.95) (3)
3. *The Donald* continues to brand his favorite product.
4. *A Little Book That Quiz (and When to Stick)* by Seth Godin and Hugh MacLeod (Illustrator) (Penguin Group...USA...$12.95) (5)
5. Why winners often quit while losers stick.
   
   Detailed view of how to develop leadership skills.
8. *Why products sold by Internet generate nearly unending sales.*
9. *Execution: The Discipline of Getting Things Done*, by Larry Bossidy and Ram Charan (Crown Publishing...$27.50) (7)
10. *The key to transforming dreams into reality.*

**City Broiler,** continued from pg. 37

The city is a project of Highland Development Company, which expects to break ground on the new development in August 2008, and the completion slated in February 2009...And, in the City Broiler building has given approval to a new 20-acre mixed-use development that will consist of a 60,000-SF retail project and residential component known as Durango. The project, a Development Advisor, is located at the northwest corner of Avenue 50 and Van Buren Street. Van Buren Plaza will be anchored by CVS/Pharmacy along with another Fresh & Easy Neighborhood Market. The 167-unit Durango community will use an innovative courtyard-style layout to create a village-like atmosphere for its residents. The shopping center and residential complex will be connected via a pedestrian link to enhance the appeal of both projects.

This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Van Buren Neighborhood Marks, a leading Internet real estate news site which has been covering the industry in California for nine years. For more commercial real estate information from California, go to www.rezex.com.

The City Broiler is located at 12959 Peyton Drive in Chino Hills. The phone number is (909) 627-5555. Visit their Web site at www.citybroilerrestaurant.com.

About the Author: Bobbie Mattor is a business coach, consultant, national speaker and Web Master and Atlantic regional coordinator for NAFE, the largest business women's group in the U.S. She is one of the founders for Joy Network and her Website is http://www.jumper.org.

**City Broiler,** continued from pg. 21

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**City Broiler,** continued from pg. 37

Cajun Caesar, sesame crusted ahi, halibut, salmon, swordfish, and lobster tail. Other dishes to choose from include crab Marsala, filet mignon, charbroiled chicken breast, New York and porthouse steak, rib eye steak and prime rib. If that does not tempt you, try their gourmet pizzas (even lobster) or pasta--really unique and tempting.

Besides having delicious food and great service, the City Broiler's prices are affordable and reasonable. Champagne Sunday brunch buffet also is available from 10 a.m. until 3 p.m. I will be back on a Sunday to check it out!
Sonoma County is home to more wine varieties than any other wine region in the world. (No, no—don’t argue with me, this statement comes straight from their Chamber of Commerce via their Web site.)

The wineries, with their coastal and inland growing regions and distinct microclimates and soils, have the immense good fortune to be able to produce spectacular harvests. The grapes are used to produce world-renowned wines. Small lots of grapes are still being grown on plots of land that have held grapes for over 140 years.

Wending through some of the most picturesque wine country in California takes visitors on a sensorially gratifying journey of natural beauty, sublime tasting experiences and memorable personal encounters with the state’s most devoted and individualistic wine-makers, chefs, and residents.

Sonoma County is home to over 100 wineries opening their cellars for your tasting pleasure.

My recent five day visit to Sonoma was one of the greatest travels of my life. I will, on this page, mention the wineries, restaurants and recent hotels which will delight you and imprint in your mind lifelong memories. When you think Sonoma, think great wine...great food......great scenery and wonderful people!

Where to Stay.

Well, in my opinion, there is only one place and that is the FountainGrove Inn in Santa Rosa. You are located in the middle of the county and literally 100 yards off the 101 Freeway. It is a beautiful, super modern inn and home to Equis Restaurant. You cannot find any better in Sonoma County. It is located at 101 FountainGrove Parkway in Santa Rosa (phone number is (707) 566-3179 and the Web site is www.fountaingroveinn.com). Again, it is my recommendation. Try it.....you will love it!

Where to eat.

Food, along with wine and scenic beauty, are the draws or magnets of Sonoma County. I hope that over the past 20 years my 250 reviews have been well received by our readers and are accepted as honest and reliable. I offer to you the following short, short comments of culinary suggestions for your enjoyment:

- Equis at the FountainGrove Hotel (Santa Rosa) a must for lunch or dinner. Try the Sunday Brunch---you will not be disappointed.
- Mosaic Restaurant at 6675 Front Street in Forestville (reservations a must (707) 887-7513). Chef owner Tai Olesky does magic in his kitchen with food. Visit www.mosaicats.com - Best of Sonoma County. Don’t let the outside front of their building fool you.
- Willis Seafood & Raw Bar, 403 Healdsburg Ave., Healdsburg: Visit TripAdvisor ---Willis is in some circles considered to be the #1 seafood restaurant in Sonoma.
- Chateau St. Jean (an oldie but goodie). Bring your lunch and enjoy it under the trees at the picnic tables.
- Frei Brothers (Gallo family owned)
- A. Rafanelli (Russian River) Think of zinfandel (by appointment but a must visit).
- Martini - Established in 1881 -- when the old meets the new!

Where to visit.

There are hundreds of wineries in Sonoma and from so many choices, the following are “not to miss” wineries to visit. There are many, many local free magazines located at hotels, wineries, etc. which contain helpful maps showing their locations:

- Trentadue (features petit sirah and port)
- Folpiano (features zinfandel and sirah)
- Kendall-Jackson (features chardonnay, fume blanc and all red wines)
- Ledson (by appointment - (707) 537-3810) ---not, not to miss!
- Chateau St. Jean (an oldie but goodie). Bring your lunch and enjoy it under the trees at the picnic tables.
- Frei Brothers (Gallo family owned)
- A. Rafanelli (Russian River) Think of zinfandel (by appointment but a must visit).
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