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UCLA Anderson Forecast

The second quarter of 2007 has largely lived up to our expectations, showing substantial job loss in real estate-related sectors and sluggish growth elsewhere. Unemployment and mortgage defaults continue to rise. While these fairly dismal results may sound a lot like the beginning of a recession, overall job growth remains positive, and personal income growth remained strong in the first quarter of 2007. In fact, these are the beginnings of exactly the economy we have predicted for some time: sluggish, but no recession. However, the difference between the two is getting smaller all the time.

The continuing increase in mortgage defaults and foreclosures continues to occupy center stage in any discussion of local housing markets, with much of the debate centering on whether these trends are driven by cut-and-run real estate investors, or the dire consequences of the predatory exploitation of working class families. According to the results of our wide study of national, state, and local data on this topic, investors have been a significant portion of the sales boom and the defaults that have followed it. However, the majority of mortgage defaults have still occurred in owner-occupied homes. Furthermore, the counties in California with the

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Executive Notes

Speculative Building Increasing Inventory

The Inland Empire’s strong demand drivers are motivating office developers to build in advance of tenant demand, a trend that is expected to continue in the coming months. While vacancy has pushed higher in recent periods, and pre-leasing commitments for current under-construction inventories are lower than in previous years, the long-term forecast remains quite positive due to strong employment growth forecasts. In 2007, nearly 11,000 white-collar jobs will be added, despite recent layoffs by mortgage companies. This trend is expected to be short-lived, however, and over the next five years, office-using employment is forecast to expand by nearly 4 percent annually, growth that will drive office absorption going forward. In addition, while deliveries will be elevated this year, construction is expected to slow in the coming years. In the near term, strong growth in meterwide asking rents and rapid price appreciation for existing properties will continue to support current owners and offset the impact of higher vacancy.

The competitive threats associated with new development have not stopped buyers from increasing their investments in the Riverside-San Bernardino metro area, although the market could experience some modest slowing in the near term. Investors continue to pursue listed properties, pushing prices higher on consistent sales volume. Cap rates have remained in the mid-6 percent range despite higher prices, as strong rent growth has fueled revenue gains. While the investment market may experience some cooling as metrowide vacancy skews higher, buyers focused on the prospects for sustainable long-term growth will likely continue to find opportunities that fit into their investment strategies. Investors may want to target properties in the Palm Springs/Palm Desert area, where vacancy is tight, and concessions are expected to burn off in the coming quarters.

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2007 Annual Office Office

Employment: Inland Empire employers are forecast to create 49,900 jobs in 2007, representing 3.9 percent growth. Office-using employment will expand more rapidly, adding 10,800 positions, a 5.1 percent gain.

Construction: Developers will continue to build in advance of anticipated tenant demand for office space. New construction will total 2 million square feet this year, up from 700,000 square feet in 2006.

Vacancy: Despite healthy absorption levels, the metro’s heightened deliveries will drive vacancy up 110 basis points to 10.9 percent this year.

Rents: New construction will push rents higher despite elevated vacancy levels. Asking rents are forecast to increase 7.7 percent to $22.95 per square foot this year, while effective rents are expected to gain 7.5 percent to $19.64 per square foot.
This October in the Inland Empire Business Journal!

News and Features

Record-low Vacancy Rates for the West Inland Empire Industrial Market

Vacancy rates in Q2 2007 reached their lowest level on record in the West Inland Empire industrial market. This was despite a high level of construction completions - 7.7 million SF in the past 12 months.

Vietnam: The New Asian Tiger

A compiled report of the benefits of doing business with Vietnam whether it be direct outsourcing, factory relocation, or direct investment. This country continues to privatize state-owned businesses and the world is taking note.

You've Fallen...and Don't Know How To Get Up

Monica Wofford gives the keys to surviving the downturns of the economy. The truth is our economy has shifted. It has gone back to normal some would say. The time is now to help those who feel they have fallen and to get up.

Why Good Employees Leave -- and How to Retain More of Them

While employees leave for a variety of reasons, the real subject is that companies simply fail to keep them. The most valued tool in determining why employees leave is the exit interview.

When What Matters Most is NOT Your Bottom Line

Good ethics is just good business. An important part of developing an ethically sound company is "stewardship." Some call it social responsibility, but it is what you do, once you say that you believe in your mission statement, code of conduct, ethics, core values.

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The Ontario Convention Center Optimizes Website

By J. Allen Leinberger

The Ontario Convention Center has launched a brand new Web site for both the convention center and Ontario Convention and Visitors Bureau.

Visitors to the Web site, www.ontariocc.com will enjoy the ease with which they can find information about the convention center and bureau amenities. A view of the city’s amenities can be found via Google Maps, and people can sign up for the newsletter to get the latest news on the convention center and visitors bureau activities.

The new site provides an enhanced experience by providing faster access to the site’s content.

“Our new site is very easy to navigate and will provide our visitors with information about the bureau and everything the building offers," the Business Journal was told by Bob Brown, general manager and CEO. “We know that meeting planners do much of their research online, and our site offers more information about the convention center to help them do their planning. We geared our content toward what we know is important to them.”

The site was built on a LAMP (Linux, Apache, MySQL, PHP) development platform allowing for dynamic ability within the site. Through the dynamic architecture, better utilization of natural search engine optimization (SEO) easy access to search engine searches picking up Web site content.

Theresa Moretti, director of marketing and public relations, tells the Journal, “We will use the early test phase to fully optimize our content, and then moving forward, we’ll apply extensive analytics to continually fine-tune the site.”

Centric (www.cenric.com) in North Hollywood won the bid to work with the Ontario Convention Center and Ontario Convention and Visitors Bureau earlier this year out of a field of four contenders.

“What won us over was their vision for where we go and how we could best utilize Web technology,” said Moretti. “Even though we’re not yet ready for some aspects of social media like Second Life, they have definitely paved the path for us for when we are ready to expand our reach in that area.”

The Ontario Convention Center provides a full range of technology services, including Wi-Fi, Internet, DS3 and video-conferencing capabilities. To check out the new site for the Ontario Convention Center and Ontario Convention and Visitors Bureau, please visit www.ontariocc.com.

Ontario Convention Center

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UCLA forecast...

highest foreclosure rates have been those with a combination of middle-of-the-pack home prices, but extremely high usage of adjustable rate mortgages (ARMs) -- exactly the combination we’d expect when working families stretch beyond their means to buy a home. But we find little evidence that mortgage defaults have led to wider financial distress for consumers.

Overall, our forecast is that California is in for at least another year of these economic ills, with rising unemployment, weak job growth, and a slowdown in broad indicators. But barring the emergence of a second source of weakness in the economy -- or a substantial worsening of the real estate sector beyond what we’re already predicting -- we maintain our forecast that this sluggishness will not spiral into a full-blown recession.

Labor Market Report: The Chickens Come Home to Roost

In last quarter’s installment of the California Report, we were waiting for the other shoe to drop, payroll job growth and unemployment were starting to show some signs of slowing, but were actually holding up better than we expected given the weak real estate markets.

The second quarter of 2007 has largely lived up to our expectations -- and that’s not good. The unemployment rate has continued to increase,
**Record-low Vacancy Rates for the West Inland Empire Industrial Market**

**by Colliers International**

**MARKET OVERVIEW**

Vacancy rates in Q2 2007 reached their lowest level on record in the West Inland Empire Industrial market for the end of the quarter, the rate was just 2.7%, down from 3.6% last quarter and from 4.0% a year ago. This was driven by a high level of construction completions - 7.7 million SF in the past 12 months, expansion of existing markets due to an old and still strong local economy and a severe shortage of space in adjacent counties fueled a wave of demand for space in the West Inland Empire.

Asking rental rates and sale prices remained firm at $0.45 per SF NNN and at $95 PSF, respectively. Construction activity has picked up, with 7.7 million SF and vacancy rates may climb slightly as the market continues to pull up, but the market is projected to remain tight nevertheless. The West Inland Empire is still very much out of large parcels of vacant land, and development and activity is generally shifting to the eastern San Bernardino region (Rialto, San Bernardino and Redlands) and towards Moreno Valley and Perris in Riverside County.

**DEMAND**

Leasing and activity in Q2 2007 totaled 5.6 million SF, down from 65 million SF the previous quarter. The market remains strong, the absolute levels measured in absolute terms, the highest level of activity was in Ontario, at 2.3 million SF. Market-wide average asking price was highest (3.8 million SF in the big-box segment 100,000+ SF).

When measured in terms of percentage of the base, activity was highest in Fontana (11.9% of the base, on an annualized basis) and market-wide in the 20,000-40,000 SF segment (13.4% of the total).

In the 12-month period ending Q2 2007, sales and leasing activity totaled 24.7 million SF, representing a 65% increase over the same period last year. The $83 million SF last quarter.

Net absorption for Q2 2007 totaled 1.1 million SF and 200,000 SF last quarter.

In the 12-month period ending Q2 2007, net absorption totaled 10.6 million SF, representing growth in occupied space of 4.9%. This is a very high level of net absorption, up from the long-term average for the area of 85 million SF per year.

Assuming the economy remains moderately strong, as predicted by the Blue Chip Economic Indicators Group, we expect to see also continued growth. Activity and net absorption, however, may be somewhat restrained due to a lack of available space.

Long-term, the West Inland Empire industrial market will continue to enjoy strong demand based on its: (1) large supply of modern space; (2) relatively low rents and property prices; (3) strong market access to the large and rapidly growing Southern California economy and the nearby Los Angeles metropolitan highway infrastructure; and (5) large labor pool. Further reinforcing its advantageous position are very tight market conditions in the adjacent counties of Los Angeles, Orange and San Diego.

**CONSTRUCTION**

New construction completions totaled 922,700 SF during Q2 2007, down from 7.1 million SF per quarter average the previous three quarters. In the 12-month period ending Q2 2007, completions totaled 87.7 million SF, expanding the base substantially.

Construction activity at the end of Q2 2007 totaled 7.7 million SF in the West Inland Empire, a trend that is expected to continue in the coming months. According to the second quarter research report from Marcus & Millichap, although vacancy has pushed higher in recent periods and pre-leasing commitments for current-under-construction inventory are lower than in previous years, the long-term construction rate remains quite positive due to strong employment growth forecasts. Some of the most significant aspects from the report include:

- **Inland Empire employers** are forecast to create 49,900 jobs by year’s end, representing 3.9 percent growth. Office-using employment will expand more rapidly, adding 10,800 positions, a 5.1 percent gain.
- **New construction** will total 2 million sq. ft., up from 700,000 sq. ft. in 2006.
- **Vacancy is forecast to hit 10.9 percent this year.**
- **Rents are forecast to increase by 7.7 percent.**
- **Effective rents are expected to gain 7.5 percent.**
- **The median sales price has gained 14.7 percent over the past year to $199 per square foot.**

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

A major office/retail project in Ontario is underway, as

Continued strong demand for office space is the driving force for new space in the Inland Empire, a trend that is expected to continue in the coming months. According to the second quarter research report from Marcus & Millichap, although vacancy has pushed higher in recent periods and pre-leasing commitments for current-under-construction inventory are lower than in previous years, the long-term construction rate remains quite positive due to strong employment growth forecasts. Some of the most significant aspects from the report include:

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PCP Partners Inc. has broken ground on the 25.2-acre Empire Airport Towers, a 25.2-acre master-planned office/retail project located near Lake Forest, according to the project with a division of REAP, the developer fund advisor owned by Deutsche Bank. Ontario Airport Towers will be built in three phases and will include approximately $50,000,000 of office space, making it the largest multi-tower, Class "A" office building development within the Inland Empire. The project is strategically located along the San Bernardino (1-10) Freeway at Archibald and Turner Avenue, allowing for maximum freeway visibility and access. As part of the first phase of the project, which recently began construction, PGP will build the first six-story office frame building, totaling 150,000 sq. ft., and two retail buildings representing 10,000 sq. ft. Phase One is expected to be complete in the Fourth Quarter of 2008.

**REAL ESTATE NOTES**

**ECONOMY**

- Early estimates show that Inland Empire employers have created 40,900 jobs over the past 12 months, a 3.2 percent increase. Employment growth is expected to continue in the near future with 8,000 positions were added during the second quarter, according to the report.
- Employers in the Riverside-San Bernardino MSA area has increased 220 basis points over the past 12 months to 11.2 percent.
- As new construction has come online, vacancy in premium assets has increased Class A vacancy closed the quarter at 13.2 percent, 240 basis points higher than the one at the same period one year ago.
- While some tenants have faced upward pressure on lease rates, particularly for a sublease, the market is expected to remain tight.
- Outlook: Industrial activity is forecast to continue strong in the short term. Industrial space is expected to continue growing.

**CONSTRUCTION**

- Office construction in the Riverside-San Bernardino MSA area continues to accelerate, as developers have brought 1.1 million square feet to the market over the past 12 months, resulting in an increase in metropolitan inventory of more than 7.9 percent.
- An expanding local economy and strong prospects for future expansion are supporting the construction pipeline. The companies are forecasting continued growth in the coming years.
- An expanding local economy and strong prospects for future expansion are supporting the construction pipeline. The companies are forecasting continued growth in the coming years.
- A significant new development will be delivered to the Rancho Cucamonga/Ontario/Fontana submarket with a site planned for the project by the 1-15, 1-10 and I-215 beltway.
- The project is expected to create 49,900 jobs by year's end, representing 3.9 percent growth. Office-using employment will expand more rapidly, adding 10,800 positions, a 5.1 percent gain.

**RENT TRENDS**

- Early second quarter estimates put asking rents at $22.06 per square foot in the office market, marking a 12 percent increase year over year. Rising vacancy has prevented owners from easing concessions, but a short-term increase in modest improvements, averaging 8 percent over the past 12 months.
- Asking rents ended the second quarter at $25.56 per square foot for Class A properties and $25.46 per square foot for Class B properties and Class C have decreased 7 percent over the past 12 months. The market has been hard hit by the recent economic downturn.
- Asking rents have increased over the past 12 months, rising 5.4 percent over the past 12 months, as rising vacancy has continued to increase.
Vietnam: The New Asian Tiger

Look out your window, the economic engine you see humming away is being driven by globalization. And like any period of economic change, there are going to be winners and losers. You can read the handwriting on the wall, and are aware that you must also incorporate international distributors and suppliers into your operation. It can seem like a daunting task: committing company resources, acquiring local business connections and knowledge, overcoming language and cultural barriers. While the rewards are compelling, the risks are there: you can waste a lot of time and money chasing leads, trying to separate the players from the stayers, making sure things get done.

The following is a compiled report of the benefits of doing business with Vietnam whether it be direct outsourcing, factory relocation, or direct investment. Not only do we claim Vietnam is the new Asian Tiger, we provide proof to allow you to come to the same conclusion.

Vietnam Today - The way forward

Vietnam has grown by a record 8.2% last year second only to China. Foreign direct investment is set to double this year to a record $32 billion after a 47% increase in 2006 from private sources. The Vietnam Stock Exchange has seen over 100% growth in 2006 and is up over 45% this year (as of July 2007).

Let’s take a look at what the Vietnamese government has done to attract foreign investment and lure multinationals to Vietnam.

The List that keeps on growing:

• Vietnam joined the WTO on Jan. 11th, 2007.
• Vietnam continues to privatize state-owned businesses. The latest being the offering of 30% Sabeco in an IPO set to launch this August.
• State-owned Mobiphone is expected to offer an IPO in 2008.
• Intel has started construction on a $1 billion dollar assembly plant in Southern Vietnam.
• Samsung, IBM and Matsushita Electric are moving factories to Vietnam.
• The country has enacted laws on bankruptcy, competition.
• Exports can purchase real estate after residing in Vietnam for one year with land lease ownership for 50 years.
• No import duties on hard assets and machinery that are 80% new.
• Vietnam adds between 40,000-50,000 graduated technical and business professionals to the workforce per year.
• Vietnamese literacy rate is over 90%.
• Infrastructure improvement.
• Construction of 3 new container ports.

Vietnam at a Glance:

Total population: 84 million
Formal Name: Socialist Republic of Vietnam (Cong Hoa Xa Hoi Chau Nghia Viet Nam).
Short Form: Vietnam
Term for Citizen(s): Vietnamese
Capital: Hanoi
Major Cities: With 5.6 million people, Ho Chi Minh City (formerly Saigon) is the most populous city. Hanoi has a population of 3 million. Other major cities are Danang, Haiphong, and Can Tho.
Location: Vietnam is located in Southeast Asia, bordered by the Vietnamese Sea on the east, the Red Sea, north, Laos and Cambodia to the west, and the Gulf of Thailand to the south.

The List that keeps on growing:

Attracting new companies to Vietnam:

• Vietnam government has allotted for companies moving to Vietnam up to a 50 year lease on land and buildings. Currently offering a 70-year lease is under review.
• Tax incentives and relief are anywhere from 1-5 years depending on the size and employment of the proposed factories.
• Expat cannot purchase real estate after residing in Vietnam in the second quarter was only 0.5%. Even worse, the biggest source of job creation in the second quarter was the Government sector.
• The news wasn’t all bad - Education / Health Care, Food, Beverage, Tobacco, and Construction were all positively growing in November.
• Unfortunately, small gains in these sectors were not enough to offset the drop from real estate and construction.
• Mortgage-related job loss once again swamped the financial sector.
• The news is still bleak with the current unemployment rate likely the test of a 10% increase in the country’s annual inflation rate. But even in Nevada.
• Mortgage defaults of all the current investor defaults of all the states, 58% of prime mortgage defaults and 74% of subprime.
• Mortgage Bankers Association examines the share of mortgage defaults, where the borrowers indicated that they did not plan to occupy the house. Not surprisingly, we find that of in-default investors, a bigger share of purchases in home states like Nevada, Arizona, California, and were also bigger share of defaults. California’s share of investor defaults is also higher than the national average, but our share of investor defaults is higher than the national average, and which has the highest share of investor defaults of all the states, 58% of prime mortgage defaults were not investor owned. Investors are an 85% loan-to-value ratio for a second mortgage, but they are not the majority of defaults.
• While the national delinquency data does not indicate widespread consumer distress, the bankruptcy data is more ambiguous, and restructures more frequent. At first glance, it looks great news – in spite of a slow increase since 2006, bankruptcy filings in the US and California are near historical lows. This is somewhat deceptive, since the bankruptcy process has been passed. As a result, more people areToronto to the east. China to the west.

Closely Look at Federal Declarations.

Depending on who you ask, you can find two very different takes on 2007’s exploitation of mortgage defaults. Consider these two recent op-ed pieces from Florida and Illinois. The first argues that mortgage defaults are a well-functioning market punishment investors in a high stakes game of musical chairs, making sure that the second quarter saw a well-functioning market punishing investors in a high stakes game of musical chairs, where the problem came from predacious lenders taking advantage

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CORPORATE PROFILE

ExpressJet is Off the Ground at LA/ONT

By Jim Lyons

It was barely more than six months ago when ExpressJet Airlines Chief Executive Officer Jim Ream stepped out of a jet at LA/Ontario International Airport to announce flight service beginning in April of 07. That was the start of the Inland Empire's first look at the livery of ExpressJet, with the airline’s new jets sporting a sleek, shining gold and green livery. The Fleet of 50-seat Embracer ERJ-145 jets would soon fly from Los Angeles, San Diego, Sacramento, San Diego, Austin, Tucson, Spokane, San Antonio and New Orleans, to a growing list of cities. Ream had arrived in Ontario to formally open ticket sales. ExpressJet was new, but defined as the "ExpressJet Experience.”

"ExpressJet Airlines operated as one of the world's most reliable regional airlines for more than 10 years on behalf of Continental,” Ream told the Business Journal. "Today, we are building on that history, that experience and strong base of relationships, to expand beyond our past. We are pleased to be served by Canadian and Mexican cities with a total of five daily flights, as well as several other cities across the U.S., Canada, Mexico, Central America and the Caribbean with world-class Continental Express service. ExpressJet’s branded flying is concentrating on markets that are the right size for its 50-seat fleet, deploying to smaller, growing local economies and non-stop flights to the markets it now serves. We are pleased to be part of a company with a strong reputation of flying to more customers,” Ream said on opening day. "ExpressJet is diversifying its services, but will remain true to its roots, with the principles of employee service and reliability that allowed us to complete over 3 million departures in the past 10 years.”

Since its inception, ExpressJet focused on efficiently providing a high-quality, high-reliability service to serve a niche regional market. Several of ExpressJet’s executive officers worked their way up as airline maintenance technicians and crew members providing hands-on experience and training inside: They concentrate intensely on the details of running a successful operation. That focus has developed into a strategic advantage to find ways to streamline operations, as they did in 2002, retiring all turboprop aircraft to focus exclusively on a faster and smoother all-jet fleet. Attention to detail also earned ExpressJet “Red Flag Program” awards for its quality in the heat,
San Bernardino Is Still Getting Its Kicks.

By Joe Lyons

For too long the Inland Empire has been seen as something more than “the road to Palm Springs.” Such destination sites as the Ontario Mills Mall and Victoria Gardens have changed that perspective. So have our A league ball teams, the Lake Elsinore Storm and the Temecula Valley Wine Country. The Inland Empire 66ers and the San Bernardino, and the Lake Elsinore Storm. Certainly the seminal novel of the current generation, “The Kite Runner” by Khaled Hosseini, has been noticed on a large scale. But the annual Route 66 Rally, sponsored by Seter Bros., is an important part of this new list of attractions as well. Sales, tourism, and media interest into a couple of thousand people has grown into a major event among all people who love the nostalgia of the muscle car era. Granted older events like Reno’s Hot August Nights still draws a larger crowd, but the creativity and notoriety of Route 66 is an event unto itself. Reno, after all, has always been the divorce capital of America, and a small cousin to the lights of Las Vegas.

San Bernardino, on the other hand, is a part of the Route 66 66ers, which has lasted for better than half a century. Everyone from Nuns to Kingman to Barstow makes sense. Even a city in fact that the event focuses on the immediate area. For too long the people in charge thought it would be great to get some bold, colorful TV media from outside the city in LA. To come out and MC the events.

Those people can’t even pronounce the names of some of the cities they visit, such as Barstow, or Route 66 as “that thing out in San Bernardino.” They even got the dates wrong.

In every generation, KOLA’s Vic Slcek, can proudly claim to be the “Voice of the Route.” And who can blame him, all weekend long letting folks in attendance know that he’s picking up and going. The MC for the Hall of Fame Brunch is also a local radio personality, who also happens to be on the San Bernardino Commission.

I know I have sung this song before, in these pages, but I continue to believe that continuing to pretend that anything we do out here needs the imprint of LA. To make it worthwhile, is just plain wrong. It says that we aren’t good enough. You can say what you want about San Bernardino through most of the year, but come September, San Bernardino has the ability to prove to the world that it is good enough.

UCLA forecast...continued from page 9

need not imply that today’s homeowners are somehow less conscientious about their finances. It means that the need more support has become so large that Top Ramen makes little difference, or that the lack of reliance listed right after Kingman and Barstow just makes sense.

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UCLA forecast...continued from page 9

need not imply that today’s homeowners are somehow less conscientious about their finances. It means that the need more support has become so large that Top Ramen makes little difference, or that the lack of reliance

market report...continued from page 7

been offset by the metro’s robust rent growth.

• Vacancy rates are forecast to increase 7.7 percent to 22.95 square per foot this year, while effective rents are expected to gain 7.5 percent to $19.84 per square foot.

SALES TRENDS**

• Investors continue to pursue opportunities in the rapidly expanding Inland Empire office market. Year over year, sales activity has remained fairly steady, declining approximately 7 percent. However, fewer tracts have changed hands in recent months, as investors are weighing the competitive pressures of increased construction on existing properties.

• The median sales price has remained steady, hovering well below the past year to $190 per square foot, although price growth has plateaued in recent transactions. Cap rates have remained steady over the past 12 months, averaging in the mid-6 percent range.

• Outlook: The Inland Empire features one of the most dynamic demographic profiles in California. Inland Empire is driving investment activity, as buyers pursue assets poised for growth. The market is likely to continue to cool this year, as many properties will experience some softening, resulting in increased competition due to new construction.

SUBMARKET OVERVIEW

• Investors may find properties with upside potential in the Palm Desert/Crestway submarket, where concessions are currently above the metrowide average despite boasting the market’s highest asking price per square foot. Owners are expected to leverage tight conditions to burnish their properties’ forward, which should result in solid effective rent gains in the coming years.

• Investors seeking relative value have concentrated in the Corona/Riverside/Moren Valley submarket. Year-over-year, activity has grown as investors have begun to recognize the submarket’s potential.

Real estate professionals warn that real estate values are unlikely to reach the heights of 2006, when the market reached its peak. However, with the market still in an early stage of recovery, prices are expected to continue to climb in the coming years.

Empower Your Employees to Make Smart Decisions

By Anne Houlihan

Most company leaders say they want an organization filled with great decision-making, but many believe that the lack of refinance that the most employees are not empowered to make decisions, especially with the company policy and culture are not conducive to making decision-making a multiplier process that requires forms, documentation, and signatures. As a result, few decisions are made, and those that are made are typically slow to transmit.

So why aren’t more employees empowered to make decisions? Often, the company is making the decision for the lower level employees to make decisions. Other times managers may not have enough employees to make decisions. They think, “What if the employee makes a wrong decision? What will that do to our bottom line?” Or, even worse, “What if the employee makes a really bad decision? What will happen to my job then?”

In reality, once you trust employees, empower them, and train them to be in alignment with the company’s values and mission, they rarely make a wrong decision. Additionally, when employees are empowered to make decisions, managers can then focus on more long-term goals and strategic planning rather than day-to-day operations.

Using the following guidelines will foster a culture of empowerment in your organization.

1. Establish decision-making parameters for various levels of employees. Even though you want a company of empowered decision-makers, not all employees should be making the same kinds of decisions. For example, you may establish that front line employees be able to make a decision up to a certain dollar amount, say $500, and that any decision that would exceed that amount would have to be submitted to the manager. Then the manager may have authority to make a decision up to $2,000, and anything more than that needs to go to an executive team member.

Such a structure empowers people, because they know their boundaries and how to navigate when the decision is too big for them. And when there’s no guarantee or confusion about whether they are allowed to make a certain decision, employees can find ways to determine if that $100 shipping decision is warranted. If it’s a big decision, and the company thousands of dollars of business each year, then the $100 shipping fee is definitely warranted to keep the customer happy. For other scenarios, the $100 shipping fee may not be warranted, in which case you know this is a one-time sale of an inexpensive item. The key is for employees to give this factor thought and decide what they will do.

2. Conduct weekly training sessions with your employees.

Your employees can’t be empowered if they aren’t trained. They truly trained on all aspects of the business. Therefore, have weekly training sessions with front line employees and managers to allow for role playing and discussion. During these sessions review such things as the company’s goals, mission, and vision. Role play possible decision-making scenarios. When employees don’t know what may transpire and how their decisions impact the company, be sure not to reiterate, but rather making a bad decision during these role play exercises.

Remember, this is time for learning. Also realize that just because the decisionthe employee makes, you would make the decision wrong. Often, more than one solution exists for a problem.

3. Teach your employees the lifetime value of a customer.

A big part of the training involves educating your employees on the lifetime value of a customer. That is, to explain to them that part of their decision-making process should involve looking at how much business the customer has given or could give the company in the future. For example, if a customer is unhappy because something didn’t ship on time, and the employee learns that it will cost the company $100 to overnight the product to the customer, the employee should be able to determine if that $100 shipping fee is warranted. If it’s a big decision, and the company thousands of dollars of business each year, then the $100 shipping fee is definitely warranted to keep the customer happy. For other scenarios, the $100 shipping fee may not be warranted, in which case you know this is a one-time sale of an inexpensive item. The key is for employees to give this factor thought and decide what they will do.

5. Consistently express appreciation and give rewards to people.

The greatest human desire is the need to be appreciated. When people feel truly appreciated, they realize their value and see how they perform on responsibilities and they want the company to succeed. Therefore, it make a habit to talk to people, even for the smallest of gestures. The thank you could be a simple handwritten note or a big for a job well done. Also, recognize special events, such as birthdays and anniversaries, and give rewards when employee. Some companies give monthly or quarterly bonuses based on company performance, while others give time off or tangible

continued on page 15
empowering employees...

continued from page 13

Gifts. Find out what types of appreciation and rewards will motivate your staff, and dole them out freely. This shows employees that you value them, which will make them eager to go the extra mile and make smart decisions.

Decide on a More Profitable Future

The more decisions your employees make, the more productive everyone will be. As the leader, you’ll have more time to work on the business rather than in it, and your managers will be able to focus on their long-term initiatives rather than the day-to-day minutia. Additionally, empowered employees demonstrate a stronger work ethic, and they hold themselves accountable. They feel a sense of ownership as if it were their own, and they make smart decisions that advance the company’s goals and mission. But perhaps the biggest benefit of having empowered employees is that they’ll show up for work. When they feel respected and valued, they’ll be eager team members, dedicated to making a positive difference on the company’s bottom line.

For more information visit Anne Hadlock’s Website www.goldenkeysleadership.com or call 951-235-5405.

ExpressJet...

continued from page 10

Immediate gate availability at the Los Angeles/Ontario International Airport allowed ExpressJet to get up and running quickly.

Ream also explained that Ontario’s facility focuses on providing a convenient and effective air travel alternative to LAX and gave ExpressJet a warm welcome. Its city leaders were eager to gain a new fleet of planes under experienced management. ExpressJet’s entrance immediately grew LAX/Ontario’s airport service from 20 destinations to 34, and expands its own capacity to serve passengers by another 10 percent. From there, Sacramento, San Diego, Austin, San Antonio and New Orleans, ExpressJet will primarily serve business customers in the broadband states. Routes across the West, Midwest and South being considered are non-stop flights to Omaha, Boise, Tulsa, Oklahoma City, El Paso and more than a dozen others.

LAOGT spokesperson Maria Tesoro-Fermin confirms that ExpressJet has been profitable for the airport. Its growth has continued, it has brought jobs and, although nothing can be released yet, new destinations are planned out of LAOGT.

ExpressJet Airlines has always been ‘ready for prime time’, and it has been no secret to those who follow the industry,” Ream concludes. “But the thing about success, particularly in the airline industry, is that the only way to keep it is to keep changing.

Vietnam...

continued from page 8

Length of Coastline: Vietnam’s coastline along the Gulf of Tonkin, the South China Sea, and the Gulf of Thailand measures 3,444 kilometers.

Climate: Vietnam’s climate is tropical and monsoonal; humidity averages 84 percent throughout the year. Annual rainfall ranges from 1,200 to 3,000 millimeters, and annual temperatures vary between 20°C and 31°C.

Natural Resources: Vietnam’s most important natural resources are coal, copper, crude oil, iron, manganese, silver, and zinc.

Demography: In 2004, Vietnam’s age distribution was estimated to be: 0 or below age 14 years, 29.4 percent; 15 to 29 years, 25.4 percent; 30 to 44 years, 25.6 percent; 45 to 59 years, 11.5 percent; 60 years and older, 5.6 percent. This age distribution signals slower population growth than in the past. According to 2005 estimates, Vietnam’s birth rate was 17.07 births per 1,000 people, and the fertility rate was 1.94 children born per woman. The infant mortality rate was 25.95 per 1,000 live births, and the death rate was 6.2 per 1,000 people. Also according to 2005 estimates, life expectancy was 70.65 years for the total population, consisting of 67.82 years for men and 73.76 years for women.

Education and Literacy: In Vietnam’s literacy rate was 94 percent, including 95.8 percent for men and 92.3 percent for women. However, educational attainment is not impressive. Although five years of primary school education are considered compulsory and 92 percent of eligible children were enrolled in primary school in 2000, only two-thirds completed the fifth grade. The cost of tuition, books, and uniforms and the need to supplement family income are the main reasons for dropping out. A huge disparity exists in primary school enrollment between the cities and rural parts of Vietnam. In some rural areas, only 10 to 15 percent of the children progress beyond third grade, whereas almost 96 percent of pupils in Hanoi City complete fifth grade. In 2000, enrollment in secondary school was only 62.5 percent, much lower than in primary school. One of the government’s goals is to expand access to secondary education.

ECONOMY

Overview: Beginning in the 1980s, dire economic conditions forced the government to relax restrictions on private enterprise and sharply cut back on labor camp prisoners, many of them entrepreneurs. In 1986, Vietnam launched a political and economic renewal campaign (Doi Moi) that introduced reforms intended to facilitate the transition from a centrally-planned economy to a market-oriented economy. Doi Moi combined government planning with free economic activity. In 2004, the growth rate was estimated to be 7.0 percent, with a target of 7.6 percent. The government forecasts 7.0 percent growth for 2005. Vietnam’s leaders are committed to attracting foreign investment and have made significant progress in liberalizing markets to allow foreign investors to participate. In 2007, there was a sharp increase in FDI as the country opened up its market to foreign investment.

In 2007, there was a sharp increase in FDI as the country opened up its market to foreign investment.
Why Good Employees Leave - And How to Retain More of Them

By Gregg Gregory

Vickie left the mortgage company she worked for with several years for a competitor and a promotion. No one could blame her for leaving; after all, she'd had dreams of her own to pursue.

Vickie was well-respected by her coworkers, therefore two of them contacted her almost immediately wanting to come work for her. Vickie knew the talent each possessed and brought them both on board.

Several weeks later, Vickie ran into the president of her previous company. He was out-raging, screaming across the parking lot and warning her not to steal any more employees. While Vickie didn’t appreciate the verbal abuse, she knew she had done nothing wrong. After all, she could not steal someone who didn’t want to work in the first place, and both employees sought her out for employment initially.

In Vickie’s case, the employees joined her because they had gained their respect during her tenure.

While employees leave for a variety of reasons, the reality is the company simply failed to keep them. Many employers believe the ultimate secret to retaining employees is offering more money; however, studies continually show that while money is important - and may be the first answer given in an exit interview - the number one reason for leaving a company is discomfort with coworkers or supervisors. Some common factors in leaving a job: conflict with projects can be healthy, yet conflict between people styles can be deadly. Too often people try to get their point across by bullying or belittling the other person’s point-of-view. Thus, conflict begins in the workplace, which means it is the responsibility of the company for their own retention planning.

If you are a business owner, with no employees other than yourself or spouses, then you may wish to consider establishing a Super-simplified 401(k) plan for your business. That’s right. As a small business owner, you can enjoy the same 401(k) retirement plan benefits currently provided to millions of other Americans.

If saving as much as you can for retirement is a prime concern, a Super-simplified 401(k) may be an appropriate choice for you. With a Super-simplified 401(k) you are permitted to make profit-sharing contributions up to 25% of your compensation for incorporated businesses or 20% for unincorporated businesses, subject to a $25,000 compensation cap in 2007. Plus, you may make an additional $15,500 salary-deferred contribution, and if you are over age 50, that amount increases to $20,500. The combination of profit-sharing and salary-deferral contributions for 2007 may not exceed $45,000 ($50,000 if you are age 50 or older). For many business owners, a 401(k) allows for larger annual contributions than other retirement plans including Keogh’s, SIMPLE IRAs, and Keoghs.

The Super-simplified 401(k) plan can make saving for retirement easier. Some fully self-directed plans, for example, may allow for a wide range of investment opportunities including stocks, bonds and mutual funds, provide a loan provision, and allow you to transfer other retirement accounts including Keoghs, SEP IRAs and traditional IRAs (excluding after-tax balances) into your Super-simplified 401(k) account.

A good place to start is with our complimentary publication, The Super-simplified 401(k) Plan, which contains information helpful for understanding the options a Smith Barney – Super-simplified 401(k) can offer you.

Nasem Qader is a financial advisor with Smith Barney located in Chelmsford, MA and may be reached at 978-625-9702.
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

<table>
<thead>
<tr>
<th>Company</th>
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<tbody>
<tr>
<td>Hansen Natural Corp.</td>
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<td>Fleetwood Enterprises Inc.</td>
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</tr>
<tr>
<td>Watson Pharmaceuticals Inc.</td>
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</tr>
<tr>
<td>CVB Financial Corp.</td>
<td>4,669,333</td>
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</tr>
</tbody>
</table>

MANNERIN LAW OFFICES

“Laws were made to be broken”
Christopher North, May, 1830

Advances 7
Declines 6
Unchanged 0
New Highs 2
New Lows 1

October 2007
Vietnam...

...continued from page 15

market incentives. The program abolished agricultural collectives, removed price controls on agricultural goods, and enabled farmers to sell their goods in the marketplace, encouraged the establishment of private businesses, and relaxed foreign investment. By the late 1990s, the success of the business and agricultural reforms ushered in under Doi Moi was evident. More than 10,000 private businesses had been created, and the economy was growing at an annual rate of more than 7 percent. From the early 1990s to 2005, poverty declined from about 50 percent to 20 percent of the population. However, progress varied geographically, with most prosperity concentrated in urban areas, particularly in and around Ho Chi Minh City. In general, rural areas made progress as rural households living in poverty declined from 66 percent of the total in 1993 to 36 percent in 2002. By contrast, concentrations of poverty remained in certain rural areas, particularly the northwest, north-central coast, and central highlands.

In 2001 the Vietnamese Communist Party (VCP) approved a 10-year economic plan that enhanced the role of the private sector while reaffirming the primacy of the state. In 2003 the private sector accounted for more than one-quarter of industrial output, and the private sector's contribution was expanding more rapidly than the public sector's (18.7 percent versus 12.4 percent growth from 2002 to 2003).

Despite these signs of progress, the World Economic Forum's 2005 Global Competitiveness Report, which reflects the subjective judgments of the business community, ranked Vietnam eight first in growth competitiveness in the world (down from six first place in 2003) and eight in business competitiveness (down from fifth place in 2003). In spite of its model China, which scored forty-ninth and fifty-seventh in these respective categories, Vietnam's sharp deterioration in the rankings from 2003 to 2005 was attributable in part to negative perceptions of the effectiveness of government institutions. Official corruption is endemic despite efforts to curb it. Vietnam also lags behind in terms of property rights, the efficient regulation of markets, and labor and financial market reforms.

Gross Domestic Product (GDP): In 2004 Vietnam's GDP was $45.2 billion. Per capita gross national income was $1050. However, based on purchasing power parity (buying power for a basket of goods without regard for market exchange rates), Vietnam's per capita GDP was approximately US$7200. In 2004 the contributions to GDP by sector were as follows: agriculture, 21.8 percent; industry, 40.1 percent; and services, 38.2 percent. Reflecting Vietnam's hybrid economy, industrial sector was mixed, as indicated by percentage of output, as follows: state-owned, 40 percent and declining; privately owned, 25 percent, but employing four times as many workers as the state-owned sector, and foreign-owned, 35 percent.

Government Budget: In November 2003, Vietnam's National Assembly approved a total state budget of about US$12 billion for 2004, corresponding to about 26.5 percent of estimated gross domestic product (GDP). The government's budget deficit, currently targeted to not exceed 5 percent, is rising but remains under control in the view of independent observers.

Inflation: In 2004 inflation was 9.5 percent, higher than the 3.4 percent rate measured in 2000 but down significantly from 160 percent in 1988. The long-term decline reflects the beneficial effect of fiscal and monetary reforms aimed at stabilizing the economy.

Compiled by: Lance McBride, Eric Stevens of JI. Loracell International has conducted business in Vietnam since 1999. Widely considered experts in this country, many U.S. businesses and media alike turn to Loracell for expert advice on the business climate.

Loracell International works closely with both government and private entities offering over $2 billion dollars in the following investment types:

- Real Estate Projects
- Infrastructure
- Tourism Projects
- Company financing

Loracell has the assets in place to continue facilitating direct investment, factory relocation and outsourcing to Vietnam. We have had the vision for over seven years of doing business with Vietnam, and now we are in the right place to push Vietnam towards its foreseeable growth aspirations.
mortgage defaults peaking sometime in the first half of 2008. Coupled to a sustained hull in building activity, we predict that real estate markets will continue to be a drag on California growth for at least a year to come. With no other sectors picking up the slack, we expect to see overall job growth of less than 1% through this time next year. This prognosis is worse than previous forecasts in part because of the worse-than-expected job loss in Financial Activities. Unemployment will reach a peak of 5.9% at the end of next year, with corresponding weakness in personal income and gross state product. A pickup in building permits and a moderation in mortgage problems in late 2008/early 2009 marks the end of significant drag from real estate, with the California economy returning to relatively normal levels of growth by the end of the forecast.

Conclusion
Net net, we forecast that a further decline in housing starts along with consumer durables to take the economy down to a near-recession GDP growth pace of 1% in the fourth quarter of 2008 and the first quarter of 2009. Growth thereafter will remain tepid until the economy returns to its 3% trend in 2009. The Fed responds by cutting the Fed Funds rate from 5 1/4% to 4 1/2% by year end. The economy just misses going into recession by strength in net exports and business investment in equipment and software. We forecast that it will take years for the housing market to recover to "normal" and the situation will be exacerbated in the short-run by changes in legislation affecting the mortgage industry.
New Technology and Medical Breakthroughs at Pomona Valley Hospital Medical Center

Pomona Valley Hospital Medical Center (PVHMC) has long been a front-runner in using the latest technological advances in the medical field to treat its patients. For over a century PVHMC has maintained a reputation for acquiring medical technology for the benefit of the community it serves.

The Intuitive da Vinci Robotic Surgical System provides physicians a sophisticated new surgical tool, translating into less-invasive procedures and potentially better outcomes for patients. With patients traditionally positioned for surgery, the surgeon remotely controls four robotic arms at the da Vinci console, allowing the physician to use miniature EndoWrist surgical instruments within the patient. The surgeon manipulates the robotic "hands" in real-time using master controls, allowing him to see minute, 3-D details inside the patient with the aid of cameras located inside the patient. With smaller incisions patients can experience a faster recovery time, as well as a lowered risk of infection or other complications.

The swallowing PillCam™ or Capsule Endoscopy as it is also known, is a non-invasive procedure used to diagnose and treat patients with gastrointestinal disorders of the small intestine such as Crohn's disease, celiac disease, gastrointestinal bleeding, inflammatory bowel disease and small bowel tumors. With a miniature camera on one end, the PillCam™ video capsule is swallowed and glides down the GI track taking approximately 50,000 images of the small bowel. The images are transmitted to and then stored on a recorder belt worn by the patient for eight hours. The physician views the images at a later time to make a diagnosis.

The Aquilion 64-channel Computed Tomography (CT) System from Toshiba America Medical Systems, Inc. was a first in the region and for PVHMC. Previously, patients undergoing a traditional one or four channel CT would lie still for up to 30 minutes. These same CT studies can now be done in less than 30 seconds with the new 64-channel (or 64-slice) CT while producing images more clearly than ever before. These images can then be manipulated in a variety of ways using a Vitrea 2 workstation, allowing the physician to choose the style, angle and color of the image in order to create optimal viewing to analyze vessels, bones, tumors or other anomalies. The software offers images in two, three or four-dimensional views. Because of the speed of its scans, the new 64-slice scanner has enormous implications in the treatment of emergency, pediatric and elderly patients.

Digital Mammography with Computer-Aided Detection (CAD) is technology on the cutting edge of breast cancer screening. The New England Journal of Medicine has highlighted the accuracy of Digital Mammography, stating that it is more accurate than film in detecting breast cancer in women under age 50, those with dense breasts, and in pre- and perimenopausal women. Although patients will initially notice little difference between digital and traditional film mammograms, with the digital system patients no longer must wait for their films, as the digital images are available right away for reading by a radiologist.

The Trilogy System from Varian Medical Systems was recently installed at The Robert and Beverly Lewis Family Cancer Care Center at PVHMC. The new image-guided radiation therapy (IGRT) system for the treatment of cancer is the most powerful, precise and versatile treatment solution ever provided by one product. In addition to delivering conventional forms of radiation therapy, the Trilogy system can be used for stereotactic approaches (non-invasive radiation treatment with the precision of surgery, used for certain brain conditions) for treating very small lesions quickly and with unprecedented precision. It can also compensate for any movements a patient might make during the treatment, as well as normal respiratory motion. The Trilogy linear accelerator was designed to deliver high doses of radiation very quickly, and with great precision. That translates into faster treatments, greater patient comfort, and the potential for better outcomes.

For more information on the newest technologies at PVHMC, call the hospital's marketing and public relations department at (909) 865-9129.

Pomona Valley Hospital Medical Center is one of only 277 hospitals in the country to be named a recipient of the HealthGrades 2006 Distinguished Hospital Award for Clinical Excellence, and is ranked among the Top 5% in the nation for clinical excellence. PVHMC has also been recognized nationally as a Benchmark Hospital by Solvent for earning the Top 100 Top Hospital designation four times the list's eleven-year history; PVHMC is one of only two California hospitals given this Benchmark distinction, and no California hospital has earned the Top 100 Top Hospital designation more than four times.
record-low vacancy...
continued from page 6

MARKET DESCRIPTION

The West Inland Empire continues to stand out as one of the fastest growing industrial markets in the country. Comprised of 233 million sf, it represents 19% of the total industrial space in the Los Angeles Basin for buildings 10,000 SF and greater. Considered the premier big box market in Southern California, approximately 73% of the space in this market is comprised of buildings 100,000 SF and greater. The vast majority (88%) of this space was built in the past 20 years. The West Inland Empire continues to attract large distributors, wholesale companies and logistics firms seeking to consolidate their operations into large-scale, state-of-the-art facilities.

DEFINITIONS OF KEY TERMS USED IN THIS REPORT

Total Rentable Square Feet: Industrial space in buildings with 10,000 SF or more of industrial space. Includes speculative as well as owner-occupied buildings. Excludes Research & Development (R&D) buildings (industrial buildings with at least 30% office build-out, 3,1000 parking ratio and a high level of finish). Excludes space that is under construction or renovation.

Direct Vacancy: Space in existing buildings that is vacant and immediately available during the quarter for direct lease or for sale; plus space that is vacant but not available for direct lease or sublease (for example, that is held for a future commitment).

Total Vacancy: Space in existing buildings that is vacant and immediately available during the quarter for direct lease, for sublease or for sale; plus space that is vacant but not available for direct lease or sublease.

Total Available: All space that is being currently marketed for occupancy includes space which may be currently occupied or which may be under construction or renovation.

Net Absorption: Net change in occupied square feet from one period to the next (includes change in vacant space available for sublease).

Sales and Leasing Activity: Square feet sold or leased for all known transactions completed during the quarter. Includes lease renewals. Excludes investment sale transactions.

Weighted Average Asking Rental Rates: Weighted by square feet available for direct lease. Data is based on Triple Net rents, and excludes expenses such as taxes, insurance, maintenance, janitorial and service utilities. Reported on a monthly, per SF basis.

Average Sales Price: Calculated using a straight average of actual sales transactions.

SF Added Net: Total square feet added during the quarter via construction completions, including renovated space returned to market, less total square feet taken off-market due to demolitions or conversions.

Under Construction/Renovation: Includes buildings that are in some phase of construction, beginning with foundation work, and ending with the issuance of a Certificate of Occupancy, which includes buildings that are under going substantial renovation.

Reprint for You

To purchase additional reprints of this feature, call John Tice, REBusiness at (610) 368-0492, ext. 235.
### Business Retailers in the Inland Empire

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<tr>
<th>Company</th>
<th>Address</th>
<th>2008 Inland Empire Revenue (dollars)</th>
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<tr>
<td><strong>Jasper Computer Systems</strong></td>
<td>15729 Alhambra Ave., Ste. 8</td>
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<tr>
<td><strong>Barnett Systems &amp; Controls</strong></td>
<td>2338 Via Viva De Los Angeles</td>
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<td><strong>Certac Computer Solutions, Inc.</strong></td>
<td>25460 Via Paloma</td>
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<td><strong>Netzstedt, Inc.</strong></td>
<td>17472 Camino Tres Rios</td>
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<tr>
<td><strong>Union Technology, Inc.</strong></td>
<td>2017 Irvine Blvd</td>
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<td><strong>Inland Computer Center</strong></td>
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<td><strong>Computer Tool</strong></td>
<td>1815 East Lake Drive</td>
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<td><strong>Senior Data, Inc.</strong></td>
<td>7350 Lincoln Ave.</td>
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<td><strong>Southwest Networks, Inc.</strong></td>
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<td><strong>Hollister Computer Corporation</strong></td>
<td>24275 Vintage Pkwy</td>
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<td><strong>Advanced Micro Computer</strong></td>
<td>15915 Carolina Ave, # 222</td>
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### Retention: Your Most Important Competitive Edge

**By Francie Dalton**

No matter what source you choose, Department of Labor, Bureau of Labor Statistics, Department of Commerce, etc., the forecast is the same for the United States:

- By 2010, there'll be 10 million more jobs than workers;
- By 2020, there'll be a shortage of 6.5 million 17-year-old workers.

And even more concerning, these numbers are not expected to reflect the true numbers of job openings due to employee turnover.

First, the competition for workers will be intense. Losing jobs to other "better offers" will be a constant problem, resulting in 30 percent turnover being comparatively low.

The implications of these shortages are numerous and serious.

The labor shortage is already a problem in every state, and it will get worse. As the economy improves, so does the labor market. The competition for skilled workers will be fierce, especially in high technology industries.

To attract and retain the best talent, companies need to offer a competitive compensation package, benefits, and a positive work environment.

### Aligning Job Content and Individual Aspirations

Job content is typically expressed in terms of position description and specific outcomes that are directly tied to the job. However, the employee's aspirations are less tangible and not easily measured.

-**Most Important Competitive Edge**

  - Position description: A job description should be specific and measurable, with clear expectations for the employee. It should outline the responsibilities and duties of the position.
  - Position content: The job content should be meaningful and aligned with the employee's aspirations. It should provide opportunities for growth and development.

-**Technology: State-of-the-art equipment**

  - Classes, lab equipment, and computerized tools should be available to support the employee's training and development needs.

-**Flexibility: Work-life balance**

  - Staffing options should be flexible to accommodate the employee's personal commitments.

-**Benefits: Comprehensive benefits**

  - Benefits should be competitive and include health insurance, retirement plans, and paid time off.

-**Communication: Open and effective communication**

  - Regular meetings and feedback should be provided to ensure that both the employee and the employer are on the same page.

-**Training and Development: Continuous learning**

  - Opportunities for professional development and skill enhancement should be provided to support the employee's growth.

-**Compensation: Competitive compensation**

  - Compensation should be competitive with the market and include fair and equitable pay.

-**Career Paths: Clear career paths**

  - Clear career paths should be provided to allow employees to advance in their careers and achieve their goals.

-**Employee Engagement: Engaged employees**

  - Engaged employees are more productive and satisfied, leading to higher retention rates.

-**Performance Management: Effective performance management**

  - Performance management should be ongoing and include regular performance reviews and feedback.

-**Workforce Planning: Strategic workforce planning**

  - Strategic workforce planning should be in place to ensure that the company has the right people with the right skills at the right time.

-**Workforce Development: Developing a diverse workforce**

  - Diverse workforces are more innovative and creative, leading to better problem-solving and decision-making.

-**Leadership: Engaged leadership**

  - Engaged leadership is essential to ensure that the company's values and goals are aligned with the employees' goals.

-**Culture: Positive work culture**

  - A positive work culture should be fostered through open communication, respect, and recognition.

-**Employer Brand: Strong employer brand**

  - A strong employer brand is crucial to attract and retain top talent.
I'm Not a Salesman ... Or Am I?

10 Tips for Maintaining Your Professional Image While Selling Your Services

By Lenanna McGookney Gardner

As a thoracic (chest) surgeon, Aaron was used to working on hearts and lungs. He's a gifted surgeon, with a wondrous bedside manner, impeccable skills, and true caring for his patients' lives and families. But the truth was, his case volume was down so low was his income. What to do?

Aaron was surprised to realize that he had a sales problem.

In the medical community that deals with America's epidemic of heart disease, the cardiologist is king. When surgery is indicated, the cardiologist recommends a surgeon, and most patients, firmly bonded to the cardiologist, accept those recommendations. Aaron needed better relationships with cardiologists who could appreciate his skills and special talents.

And a program of targeting specific cardiologists and systematically and methodically building relationships with them, improved his income.

So what about you? You may not cut open people's chests for a living — but if you're a consultant, an account executive, or a banker, or any of a variety of professions that rely on referrals, could you benefit from a sales approach like Aaron's?

Here are 10 tips to help you improve referrals without damaging your professional image:

1. Know who you'd like to have sending business your way. A Prospect List is not a list of organizations; it's a list of human beings who could send clients your way, but are not currently referring business.

2. Work your Prospect List. Don't let a single week go by without completing a minimum of two activities related to your Prospect List. Sometimes you can attend a meeting that is likely to put you face-to-face with targeted prospects, failing which, you may have to send an article of interest, and suggest an in-person meeting to discuss matters of mutual concern.

3. When you speak with your prospects, use the words "you" and the word "I" (or "we") seldom. Making the conversation more about your prospect and less about you will make conversations longer — perhaps long enough for new relationships to develop.

4. Begin every conversation with a prospect by adopting a "Clear Heart Position" — a sincere desire to see your prospects get what they want, whether or not they get it from you. Try to understand their practices/businesses, and what they're trying to accomplish; ask questions about that rather than turning the discussion to the fact that you want them to refer people to you. Once you understand their objectives for their practices/businesses, restate their objectives, and be sure that the prospect agrees that you understand.

5. If at stages of the process, potential referring referrals, be sure you are focused on the prospect, rather than on your objectives, your message, or your agenda. The way to make meaningful connections is to understand what your prospect is trying to achieve, and the extent to which he or she has PAIN that you may be able to alleviate.

6. For example, if you are an accountant seeking referrals from attorneys, you would want to find a great deal on an attorney sharing with you that she has just had a bad experience referring one of her valued clients to an accountant who failed to return phone calls, thus angering the attorney's client. If that's the PAIN, then talk about that. "Oh no! That's horrible! The prospect agreed, then you

7. If the conversation gets to the possibility of working together, express enthusiasm for that, without going overboard or losing your professional demeanor.

8. Don't forget the people who ARE currently sending you referrals. In addition to conveying your thanks after every referral, have a regular program of basic-touching with them, and put it into your scheduled system so you're reminded when to make the calls monthly, quarterly, or, at minimum, twice a year. And be sure to send business to them whenever you can — the best referral relationships are two-way.

9. Developing relationships with those who can refer others you are possible, but it requires thought about whom you'd like to serve as referral sources — and action to cultivate those relationships. Follow these principles, and develop the referral sources who will support your organization's growth for years to come!

For more information, please contact Lenanna at Lenanna@Xerox.com or at 505.828.1789.

Forest City Commercial Development
Recognized for Partnership

Acknowledging Forest City Commercial Development for its partnership with Lewis Retail Centers and the City of Rancho Cucamonga, the International Economic Development Council (IEDC) recognized the Los Angeles, California-based entity with an honorable mention at IEDC's Annual Conference last month.

"Economic development efforts have always played a vital role in shaping our nation's economy, one locality at a time," said Ronnie L. Bryant, EIDC chairman. "As our population grows exponentially and as we continue to overcome challenges, both new and longstanding, these efforts have taken on an even greater importance. The award serves as a tribute to partnering organizations like Forest City for leading the charge."

Competing in the category of commercial development by organizations serving areas with populations exceeding 200,000, Forest City was a clear standout. Forest City and Lewis Retail Centers, with the City of Rancho Cucamonga, partnered to create a regional downtown for Rancho Cucamonga. Victoria Gardens is the center of this downtown, generating jobs, sales tax growth illustrated in an array of retail, residential, office, and civic uses. The city and the developers mutually planned, financed, and crafted this continuum growing downtown into a reality. "The success of Victoria Gardens speaks volumes about the success of the partnership between the city and the Forest City/Lewis Retail Centers team," added Bryant.
The After Action Review and Your Sales Team: A Great Match

by Bryan Feller

The problem with many sales organizations is not laziness or selling skills but the myriad of other issues CEOs point to when sales are down. The problem with most sales organizations is the inability to learn from experience. Sales people are knowledgeable about their most valuable asset. Yet most sales organizations have no viable way to harness or express that knowledge gained everyday from their salespeople.

Good knowledge management (KM) holds the key to breakthrough performance for many sales teams; however, KM has had mixed results for managers ever since it came on the management scene. Managers love the idea because they love it when it occurs.

Without question, leveraging knowledge is a powerful performance improvement tactic. A sales organization can capture and turn knowledge into information, turn that information into knowledge, and get that knowledge into the hands of the people who can free of meaningful ways, the faster you will see results.

What’s needed is a “quick and dirty” KM approach that is easy to implement and that doesn’t require complex systems or processes. A quick and dirty KM program for a sales organization has two parts: a technical part and a non-technical part. The technical part is simple, accessible, and easy-to-use web-based information. The non-technical part of the program is the After Action Review, or AAR. This tool can be the single most important sales performance enhancement that you implement. In 2006, 1140 firms developed the “After Action Review” as a learning methodology in the 1970s. Its purpose was to create a structured process to enhance learning from training exercises. The reasons for success or failure in combat training exercises are often not clear.

AARs were designed to tease out the learnings from such exercises. Action Reviews are now used by many companies in a number of ways.

When conducted properly, the AAR serves as a post-event forum to review the specific actionable recommendations (SARs) for immediate use. It is designed to enable sales people which sales people can identify real mistakes, learn from them, and make immediate adjustments. Rather than dig in and blaming in the day, the prospect, or the competition.

In a business setting, an AAR is a team-only discussion after an event or activity - to start with, perhaps, a sales call, presentation, or phone meeting. As the team becomes adept at conducting and leveraging their AARs, their use can extend into larger activities such as lead generation events, networking initiatives, and trade show exhibit participation.

The purpose of the AAR is to identify one or two specific actionable recommendations (SARs) focused on improvement that can be acted upon immediately.

Key characteristics of the session are:

• Short-term, in a small group
• By the team, for the team

Takes about 15 minutes
Makes learning conscious
Can make learning explicit
Binds trust

An AAR consists of four deceptively simple questions asked in succession:

What was supposed to happen?
What actually happened?
Why was there a difference?
What have we learned?

The only acceptable climate for an AAR is one of openness and commitment to learning. The objective is to improve performance; there’s nothing for something that isn’t working. AARs are not critiques; more important, they are not performance evaluations. Rather, they are a part of even a part of the evaluation process. Nothing kills an AAR faster than making it more quick than using it for any kind of management evaluation

Each member of the discussion is on an equal footing, with one member assigned the role of facilitator. The facilitator’s job is to keep the conversation factual and free of blame, and to present support questions (specifically, “why” and “how’s”) to capture more information under each main heading. The manager or leader of the team should not be present if their participation will inhibit honest or open communication. In these cases, the facilitator can provide the manager or leader with the results of the AAR that has been shared with all team members beforehand.

In the AAR, the identifier is SARs; that is, specific statements of actions to take to improve the outcome of the next similar event or activity. Other than in a training session summary is written, AARs are not usually formally captured in written form. During the discussion, the facilitator takes number SARs notes. However, this is not written in stone, you can elect to have the facilitator write down your AAR activities on the team’s online system, with proven SARs converted to best practices and included in the Sales Standards.

KM doesn’t have to be complex and expensive. By simply putting AARs into place, you can implement a quick, dirty, and effective KM component to your sales team for far less time and trouble than any packaged KM solutions out there on the market.

Not only that, you will see far more meaningful results from a quick and dirty KM initiative than from any packaged solution you have considered trying. When you combine the technical and people parts of a quick and dirty KM system, the result is generally far greater than the sum of the two parts.

In addition to providing a repository for knowledge, better business intelligence, your online repository can hold the results of AARs, so that as SARs arise from the debrief process, they can be recorded and then refined as they go through further and deeper AAR processes.

Over time, as team members comment on SARs recorded on the site and the results in their field, some of these learnings will evolve into best practices. When best practices are noted, codifying them into your Sales Standards is the next step in performance enhancement.

For more information, please visit Bryan Feller’s Web site: www.catalystgroup.us.

executive time out
continued from page 43

The harbor is the place
Visit Aker Brygge formerly a dilapidated shipbuilding yard that has been renovated into a vibrant mixed-use complex that offers dining, entertainment and shopping. “Louise Restaurant” is a favorite of the team. If the harbor is clear, you can get down to the harbor between 7 and 8 a.m., a shrimp feast is available. The shy people pull in at that time with fresh shrimp caught, cooked the night before and sold by the bag or shrimp is a favorite of the people. But you don’t get this better than this.

Accommodations to fit
AARs can run from expensive five-star hotels to bed and breakfasts and youth hostels.

healthcare
continued from page 12

The job is not to be able to afford that cover. But instead, to improve their employer could not afford that coverage in the future.

Over 50% of the federal poverty level, the worker’s share of coverage is up to 75%. The faster workers are covered, the less of what it costs or covers under the emerging deal,” said FTC’s Carmen Balber.

Laws that would be required health insurers to defend their health plans, while granting approval for profit increases to regulate the insurance industry was defeated in the legislature in July. The legislation would have applied to health insurers the same requirements that apply to the auto insurance market and the drivers billed $23 billion since 1988.

The five California Companies (Kaiser, Blue Shield, Blue Cross, PacifiCare, and Health Net) and the California Insurers and the Association of California Health Plans will offer a wide range of plans.

Assembly: $1,258,873
Senate: $1,245,589
Dem/Rep Party: $1,055,747
Schwarzenegger: $719,600
TOTAL: $4,094,132

All three companies credited with the interests of the health insurance industry to the exclusion of

Important info:
• Late June to mid August is the best time for the best values.

This is the time when hotel prices are deeply discounted and everything seems a little more reasonable in a very expensive country.

Simple rules of etiquette:
• For one, don’t be a guest in a Norwegian home, never drink before your host adventure to the “skål,” which should be echoed by the guests. After the toast, the guest and host are allowed to drink whatever is offered.

• What to buy:
A Norwegian hand-knit sweater of course. Of course, there comes no one. Flawless crystal is a choice buy. Many fine crafts and artworks are also available.

A side trip not to be missed
Three hundred miles west of Oslo lies the beautiful, darkoldt Skagervag. The town of Bergen is a collection of eight comfortable train ride offers stunning views from the consumers and workers, who will be required to purchase a private home of insurance policy regardless of what it costs or covers under the emerging deal, said FTC’s Carmen Balber.

For more information, please visit Bryn Feller’s Web site: www.catalystgroup.us.
When What Matters Most is NOT Your Bottom Line

By Frank Bucaro

It is hard to disagree that good ethics is good business. What many organizations struggle with is how to support ethical behavior without communicating the values of good ethics within and outside of the company’s walls and how to deal swiftly and justly with unethical misconduct.

An important part of developing an ethically sound company is “stewardship.”

Some call it “corporate social responsibility.” Basically, stewardship can be defined as “what you do, once you say it you believe in your mission statement, code of conduct, ethics, and core values.”

The greatest example of stewardship in today’s marketplace is Patagonia, the outdoor apparel and gear maker. Ethisphere Magazine’s ranked Patagonia among the top ethical companies for apparel in 2007. The story is quite fascinating, but what is most exciting is how Yvon Chouinard, the founder, melded a natural partnership between ethics and business success.

Chouinard’s driving force has always been his passion for the earth. He began mountain climbing in the 1950’s and developed a natural appreciation for the environment and its beauty. This appreciation propelled him to use his passion towards the betterment of the environment from the beginning. He focused on honing his blacksmith skills that he picked up from his father, Chouinard made pitons (a steel spike drilled into rock to aid in climbing) that he sold for $1.50 a piece out of his car, and lived on those proceeds for months, which is how he spent his summers climbing.

1. Your actions must support what you say.

It was not until 1970 that Chouinard discovered that his equipment company (Chouinard Equipment) was becoming an “environmental villain” with the repeated use of pitons that were hammered into well-known routes up several mountains. He realized that his pitons were destroying the things they most loved - the rock in mountain climbing. Chouinard was the mainstay of their business and with mountain climbing growing more popular, Chouinard was an extreme success. It was during a routine climb that Chouinard and a business associate decided to push for their pitons. While they were discussing the business they saw Chouinard fall down the arid rock that his pitons created. They did not think twice about this decision.

One of their core beliefs was “strive to do no harm.” What Patagonia has done is defined the company’s objectives and then compared who their customers are, what they do, and why they work. Required will be a quality of management that elevates the function to an art form.

Unless and until senior management exerts the same level of scrutiny upon the management function as is already applied to the functions of production and finance, the impact of poor management on retention will remain invisible. The "one-style-of-management-fits-all" approach must be shed in favor of a comprehensive template of managerial skills including:

- Versatility in communicating effectively with numerous behavior styles, cultures, and skill levels.
- The ability to engage, motivate, and appreciate employees not just on an individual, personal level but on a company level.
- Effective leader in customer satisfaction.
- Effective leader in employee satisfaction.
- Effective leader in financial profitability.
- Effective leader in project resource management.
- Effective leader in project resource management.

2. It’s not about you!

Chouinard states that he never set out to be a businessman. He did not dream of building a multimillion dollar company. He wanted to enjoy and appreciate the environment and help others do that too. He yearned to share his passion with others who hold similar passions. What is your passion? What do you dream of? How can you help others? The second core value of stewardship is how to act on your passion.

What is your company doing today, to leave a lasting legacy for tomorrow, to better the world around us? Maybe it’s the environment, maybe it’s developing your employee’s skills to help them be the best they can be. Maybe it’s to make a product or service that will relieve pain or end suffering. What is your company doing today, to better the world around us? Maybe it’s the environment, maybe it’s developing your employee’s skills to help them be the best they can be? Maybe it’s to make a product or service that will relieve pain or end suffering. What is your company doing today, to better the world around us?

In Patagonia’s case, they long to leave a legacy full of ethically and environmentally responsible people and to pass on to sustain natural resources and take care of the earth. Their core values led them to found “One Percent for the Planet” organization. Chouinard knows that when he passes away, the world goes on. In fact, he knows that the degradation of the environment, the burning of the ozone, the elimination of endangered species will happen long after he is gone. However, to leave a lasting legacy, he has partnered with 574 other organizations (as of June 2007), to “donate at least 1 percent of our net revenues to efforts that protect and restore our natural environment.”

Patagonia is not thinking about themselves, yes, they are a business and yes, they must make money to donate anything. However, their passion lies at the forefront of their legacy. Their business is not about them, it is about preserving the environment and using their resources to influence others to do the same; it is about making products that they believe are fit the their customers live out their passion.

3. Is it the right thing for the customer?

To be a good corporate steward, you must first ask yourself:

- Do this in line with the company’s objectives?
- Will this decision result in the right thing for the customer?
- What is your company doing today, to better the world around us? If the answer is “no” to either question, don’t do it. Referring to your company’s objectives or code of ethics is comparable to referring to the rules for playing a game. You must make sure that players (the players of the game) know the rules (the code of ethics/contract) before they begin to play (work for your company).

The first question should be fairly simple to answer if you know, and empower all employees to know, the company’s objectives or code of ethics. The second question may take a little work, an answer to “What is right?” What Patagonia has done is defined the company’s objectives and then compared who their customers are, what they do, and why they work.

In June 2007, Patagonia continued to focus on helping others. The second core value of stewardship is how to act on your passion.

What is your company doing today, to leave a lasting legacy for tomorrow, to better the world around us? Maybe it’s the environment, maybe it’s developing your employee’s skills to help them be the best they can be? Maybe it’s to make a product or service that will relieve pain or end suffering. What is your company doing today, to better the world around us? Maybe it’s the environment, maybe it’s developing your employee’s skills to help them be the best they can be? Maybe it’s to make a product or service that will relieve pain or end suffering. What is your company doing today, to better the world around us?

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Note: This article was last updated on November 23, 2007.
Restaurants Here in the Mission Inn

The Mission Inn Hotel located in Riverside is not only the most renowned and well-known hotel in the area but also one of the most historic hotels in the United States. The hotel has been a favorite among visitors for many years, offering a unique combination of historical charm and modern amenities. The hotel's architecture is a blend of Spanish Revival and Mediterranean styles, with adobe-colored walls and red-tile roofs.

The Mission Inn Restaurant is one of the hotel's most popular dining options, offering a diverse menu that includes a variety of cuisines, including American, Italian, and Mexican. The restaurant is known for its exceptional service and upscale atmosphere. Guests can choose from a variety of dishes, including seafood, beef, and vegetarian options. The restaurant is open for breakfast, lunch, and dinner, making it a convenient choice for both locals and tourists.

The Inn Restaurant offers a variety of menu items, including fresh seafood, prime beef, and innovative desserts. The menu is carefully curated to cater to a wide range of tastes and preferences. The restaurant is open daily from 7:30 a.m. to 10:00 p.m. and is a must-visit for anyone looking for a memorable dining experience.

In conclusion, the Mission Inn Hotel and its associated restaurants are a must-visit for anyone traveling to Riverside or the Inland Empire. The hotel offers a unique blend of history and modern amenities, making it a destination for both business and leisure travelers. The Mission Inn Restaurant is a top choice for a memorable dining experience, offering exceptional food and service in a beautiful setting.

From the mid-1960s to 1990, the two largest democracies on the planet, the United States and India, pretty much ignored each other. With notable exceptions, including India's unexpected development of nuclear weapons, America's surprisingly long involvement in the Vietnam War and both nations' tendency to ignore or suppress human rights abuses and activities against its own citizens, India and the U.S. treated each other with "benign neglect."

According to author Rafiq Dossani, by 1990 most Indians decided that after 40 years they had enough of the Nehru family and the Congress Party. The new leadership of India made two key decisions. First, they rejected the quasi-socialist approach of centralized economic management and put new emphasis on venture capital. Second, when faced with the choice between emphasizing heavy industry or information technology as the economic horse to ride, they selected "mental work over metal bashing."

The net result is that neither India nor America can afford to ignore each other during the foreseeable future. India is growing wealthier and the United States has become the most productive nation in the world.

Dossani has written a fascinating book that tells the story, including its warty elements, of how both nations are arriving at a point where they realize that they need each other. He points out how yesterday's stereotypes are beginning to vanish. For example, at one point it was commonplace to believe that Indian students were coming here to learn at American universities so that they could get jobs away from native-born citizens in the U.S. These days it's far more likely that they are coming to learn of the national native born students are of Indian descent. Dossani notes that 4,000 members of the student body are composed of men and women with Indian parents.

The book's final chapter is in many ways the most interesting. That's because it offers a look at the real differences among China, India, and the United States: our differing approaches to economic development. The author admires both nations he sees as key global competitors to India, but for different reasons. He believes the differences among them are plain. He states: "...the answer lies in a key difference in India's democracy from the United States: the need for civil society. Even in the pro-market United States, the Washington Consensus approach is rarely adopted. Like India, the approach is to study-then-adopt. The difference is that extensive consultation is done. Before a new rule comes into force, the American method is to consult as many stakeholders as possible. Think tanks, universities and interest groups will all typically participate in such a project. ...The result is that the quality of thinking that goes into rule formation is sophisticated and the chances of failure are low."

By contrast, in India, getting the public to respond to such consultation processes is very difficult and bureaucrats will sometimes ignore public depostions.... India needs to become more democratic, not less democratic. In practice, the near absence of civil society makes consultation difficult.

"Nevertheless, there are some rules of the game at which India excels. In the U.S., respect for China is a given.... The regulation of professional services is weak, and access to providing a range of services, such as telecommunications and airline services, is excluded for the private sector."

The ultimate conclusion reached by the author contains surprising echoes of the U.S. Constitution.

"India had become one of the world's fastest-growing countries by 2004.... At its heart is an awareness of real freedom.... To be able to invest one's time in the acquisition of knowledge and then put that knowledge to use as one wishes."

What an excellent way to express freedom in a global market.

- Henry Holtzman

Bestselling Business Books

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


2. "Execution: The Discipline of Getting Things Done," by Larry Bossidy & Ram Charan (Crown Publishing) ...$22.95 (5) (3) The difference between transforming a business and actually doing it.


9. "Jeffrey Gitomer's Little Red Book of Sales Answers," by Jeffrey Gitomer (AMACOM Books) ...$23.00 (6) Sales guru offers answers to sales questions.

10. "The World Is Flat (Updated and Expanded): A Brief History of the Twenty-First Century," by Thomas L. Friedman (Farrar, Straus & Giroux) ...$27.50 (10) Why business globalization has arrived and is likely to stay.

*I* - Indicates a book's previous position on the list.

** - Indicates a book's first appearance on the list.

*** - Book previously on the list is on the list once again.

One of Tracy's shots of Victoria Gardens

By Joe Lyons

One Woman and Her Vision

Tracy Romanow

Tracy Romanow didn't start out to be a professional photographer. At 13, she believed that she would be a model. In fact, she didn't really even want to be a model, but she fell into it. Then she had to quit at 17 because she was missing school. It wasn't just the jobs; it was the audition calls that kept eating up her time. She could have quit and gotten a private tutor but she wasn't up for that. After high school she took a job as a secretary.

Applying the assets that she had, she went about earning a Double E, a degree in electronic engineering. By that time she was making a living as an exotic dancer. Many such women often have dreams of becoming a doctor or a journalist, but somehow things never change. It did for Tracy.

Taking the bull by the horns, she decided to take what she had learned of modeling, and the eye she had developed for lighting and setting and balancing the photo focused on her transition from studio to school. Her newfound career had such problems. These first clients helped her cover the cost of phone and paper supplies.

Her teachers became mentors and business advisors to her and she found herself situated in the business before she even knew it. The Daily Bulletin did a feature on her and her dancing clients. The Herald Tribune focused on her transition from model to photographer. More media coverage fed her burgeoning business. This was in the days of chemicals and refrigerators full of film and expensive darkrooms. Tracy used her $45,000 darkroom in three years. Twenty first century digital technology and computers have revolutionized her work. In the old days that meant she spent hours developing her own shots in order to make sure that her colors could compete. She wanted them instead of the way some shop would produce them. As her company name implies (Vision Photography), she wanted her work to reflect her vision.

Today Tracy Romanow, still does boudoir photography. She also does wedding events and political portraits. She is humbled by the fact that that skinny little 13-year-old model wannabe, a "welfare brat" is now invited into the homes of powerful elected officials to pose for them on a regular basis. "I don't mean to toot my own horn," she concludes, "but I think I am one of the best."

Her Vision Photography is based in the Alta Loma section of Rancho Cucamonga and can be contacted at 909-633-5910.
You can’t think of Oslo without including the whole of Norway, and when you think of Norwegian visions of the plays by Bjørn, the music of Grieg, the paintings of Munch and the Nobel Prize come to mind. The beauty of the rugged fjords, lush mountains, and glaciers add to the miracle of a diverse task to be savored rather than just visited. Thrown in the torus of the midnight sun at the right time of year, and you have the icing on the cake.

With a history rich in myths and realities, Norway is the most interesting of the Scandinavian countries.

Independence declared

Danish ruled Norway from 1380 to 1814. In 1814, Norway ties its dent with Denmark and united with Sweden until 1905 when Norway declared its independence. Norway, slightly over 1,700 miles in length with a little over 4 million people scattered over it, is the least densely populated area in Europe except for Iceland.

A cultural capital

Oslo was founded in 1050 and is the oldest and largest of the Scandinavian capitals. Through its history many famous destitute parts of the city until a fire leveled the entire city in 1624. The then king of Denmark and Norway, Christian IV, returned the city Christianity after himself and decreed that the rebuilding was to be with brick and stone to avoid any future fires. In 1925, Oslo took back her name and has grown into a successful cosmopolitan cultural and business capital of Europe. Strategically located on the southeastern coast, at the gates of great Oslo, Ford, it makes one of Norway’s most producive seaports.

An enticing destination with a price

With 500,000 residents in an area that covers about 175 square miles, of which two thirds consists of forests and lakes, Oslo is a beautifully urbanized city, making it an enticing destination for

Norwegians and tourists from all over the world. Oslo is also one of the ten most expensive cities in Europe. While Norwegians have one of the highest per capita incomes in the world, they are also one of the most heavily taxed countries on earth.

E X E C U T I V E T I M E O U T

Oslo-Norway

The Viking Capital

By Camille Hounds

Travel Editor

The last Viking

The Kor-Tiki Museum shows the actual balsa raft that carried Norwegian explorer Thor Heyerdahl, in 1946, on his famous rafting adventure—confirming his theory that the first Polynesians came from Peru.

Funerals planned with exact precision

The Viking Ship Museum is a fascinating home of three 1,200-year-old oak Viking ships that were excavated from Oslo Fjord which had been buried in a blue clay that preserved them remarkably well. Much of the contents on the ships, including tools, household goods, jewelry and a tapestry, were found to be well preserved. There is an eerie feeling of another element when the viewer these marvels finds. The Viking nautical world planed their funerals with exact precision. They wanted to be sure that they would have everything needed for their journey into the hereafter. They were buried in these “long ships” with every necessity, including ser-

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