November 2008

Inland Empire Business Journal
Phoenix Motorcars Investment Symposium in Dubai, UAE

Phoenix Motorcars, located in Ontario, is a leading developer of zero emission, all-electric trucks and SUVs. The company has announced that it will be presenting at the 2008 Global Investment Symposium at the Burj Al Arab Hotel in Dubai, UAE.

"Phoenix Motorcars is honored to have this opportunity to reach out into international markets with our robust full performance electric vehicles," stated Daniel J. Elliott, president/CEO of Phoenix Motorcars and principle speaker. "Dubai has truly taken a leadership role in supporting the evolution of electric transportation and we look forward to expanding into new markets."

The event will be hosted by Nortia Capital Partners in partnership with Emirates Capital and Floyd Associates. Its purpose is to provide Phoenix Motorcars an opportunity to present and network with more than 100 international investors, investment bankers and fund managers.

"This event is anticipated to be well-attended by individual and institutional investors from the Gulf Cooperation Council countries and from around the world."

INTERNATIONAL TRADE and THE INLAND EMPIRE

John E. Husing, Ph.D.

One of the important drivers of the Inland Empire's economy is its role in international trade. This is the case for two reasons. First, the area plays a major role in the handling of imported goods entering the country through the ports of Los Angeles and Long Beach. Second, the volume of exported goods originating from the area has begun to grow. For that reason, it is important for the area's leaders to understand the issues surrounding this aspect of its economy.

IMPORTED GOODS

In recent years, the Inland Empire has had the strongest industrial real estate markets in the U.S. From 2000-2008, 159 million square feet of industrial space has been occupied by firms that have either migrated to the area or expanded in it. In this time period, most of these companies have been involved in the distribution sector. Thus, the vast majority of the square footage has been taken by warehousing operations, with most of that by national corporations leasing facilities in order to handle their imports from Asia.

As a result, the main force...continued on page 8

Chino Hills a Rare Jewel

By: Matthew J. Landers, Senior Manager

When Opus West began looking at the Inland Empire for possible locations to develop a high-end, open-air lifestyle center, the city of Chino Hills was the obvious...continued on page 6

Dart Container Opening Polystyrene Foam Collection Center

Dart Container Corporation, the world's largest maker of polystyrene foam cups and food service packaging products, is bringing an innovative recycling initiative to the company's facility in Corona as part of a concerted effort to increase foam recycling opportunities for Californians throughout the state.

The company has been producing foam cups at this facility for years and Dart Container Corporation has now created a "Take-back" program where the public can drop-off any foam single-use food service containers (Dart or Non-Dart) as well as any shape or molded foam (the type of foam that often protects electronics), so it can be recycled.

The central piece of technology in the program is the Dart "Densifier," which compacts 80 cubic feet of foam an hour into a 15.5" X 15" cylinder that weighs about 40 lbs. or, put differently, a pile of foam the size of a car is compacted into a 5 gallon bucket.
Bank of America Charitable Foundation Honors Inland Empire Nonprofits and Community Leaders With Prestigious "Neighborhood Excellence Initiative" Awards

Inland Empire nonprofits Fair Housing Council of Riverside County, Inc. and High Desert Resource Network were among the recipients of the fourth annual Bank of America Charitable Foundation Neighborhood Excellence Initiative (NEI) awards, presented at the Victoria Gardens Cultural Center in Rancho Cucamonga on Oct. 29.

Since 2005, Bank of America has committed $1.8 million in NEI awards in the Inland Empire, recognizing those making a difference locally. Awarded were honored in three categories: Neighborhood Builders, local nonprofits working to promote vibrant communities; Local Heroes, community leaders who contribute significantly to the health of our neighborhoods; and Student Leaders, exemplary high school junior and seniors with a passion for improving our communities.

"Healthy communities make healthy places to do business, and we are committed to investing in nonprofits that help improve the Inland Empire," said Al Arguello, Inland Empire market president, Bank of America. "The Neighborhood Excellence Initiative builds the capacity of nonprofits, develops current and emerging community leaders, and prepares our youth for the future."

Neighborhood Builders each receive $200,000 in unrestricted grant funding, and members of each organization will participate in an innovative leadership development program with other nonprofit leaders across the country.

Bank of America is one of the few corporations in the U.S. that provides unrestricted grant funding to nonprofits.

Community Builders Fair Housing Council of Riverside County, Inc. was honored for addressing foreclosure prevention and loss mitigation issues, a Bank of America priority. "Our work to promote neighborhood preserv- continued on page 17
Shame on Arnold, Next Stop D.C.
By Jerry Flanagan, ConsumerWatchdog.org

I am still shaking my head over Arnold Schwarzenegger’s veto of legislation that would have ended unfair health insurance policy cancellations.

What is particularly infuriating is that the governor talked tough about cracking down on the practice during his State of the State address, in front of the cameras. But when the chips were down, and insurance companies came to collect on $1 million in campaign contributions, he betrayed his own promise. See what the LA Times had to say about the governor’s veto, or listen to an NPR report.

The governor wants us to believe that we don’t need a new law because health insurers can regulate themselves. Banks argued for a decade that they were capable of self-policing. We all know where that got us.

Stay tuned, this fight is far from over... It’s just moving to a bigger stage. Representative Henry Waxman has opened a national investigation into policy cancellations as Congress prepares to debate national health care reform. We’re working with Waxman to turn up the heat on insurers.

Consumer Watchdog’s campaign affiliate, the Campaign for Consumer Rights (CCR), has launched a new BLOG—AmericanHealthPlan.org—to help formulate a national solution to health care that would minimize the costs and abuses practices of health insurers by giving all Americans the option of joining Medicare regardless of age. CCR is a non-profit organization that does not take positions on candidate elections or otherwise intervene in campaigns on behalf of, or in opposition to, any candidate for public office.

It’s a Grumpy World After All
By Joe Lyons

In my bedroom closet there are many shirts.

For work I have fancy white dress shirts. They are crisp and white, dry-cleaned with medium starch. They require collar stays and cuff links. The left cuff is embroidered with my initials. It’s a bit of vanity, I must confess.

For casual wear I have Aloha shirts. Not just any Aloha shirts. They are Reyn Spooner shirts, direct from the beaches of Hawaii. My expensive Tommy Bahama Camp Shirts salute everything from cigars and rum to golf and poker. I feel I should order a Corona every time I put one on.

Speaking of Corona, I have their baseball shirt complete with embroidered and appliquéd logos. My sports shirts salute my hometown teams, the Indians and the Browns. Unfortunately my teams can only get into the playoffs the way I get into the playoffs. I buy a ticket.

Then there are my Superman shirts, with the famous yellow and red emblem on the chest.

But the biggest collection I have, and not by plan, are my Grumpy shirts. Yes, Grumpy, the most notorious of the seven dwarfs. Snow White’s dwarfs.

These shirts, from Disney, salute the “Bad Mood Dude.” In the assortment I have acquired a baseball shirt, a hockey shirt, a bowling shirt and more. I have Grumpy pajamas and a Grumpy coffee cup, which sits on my desk at work. On the Disney Online Website you can even order a Grumpy golf bag, car...

continued on page 26
"Although we have seen improved functioning in some markets, the financial storm that reached gale force some weeks before our last meeting has not yet subsided, and its effects on the broader economy are becoming apparent in the form of softening economic activity and rising unemployment. Add to this mix a jump in inflation, in part the product of a global commodity boom, and the result has been one of the most challenging economic and policy environments in memory. - Benjamin Bernanke

After growing at a surprisingly strong 3.3% rate (revised) in the second quarter, the national economy appears to have stalled. The temporary boost to consumption coming from the $108 billion tax rebate program is largely spent, but continued growth in net exports will be just sufficient to offset the declines in housing starts and real personal consumption spending and the core personal consumption expenditure. The poor October employment report coupled with the recent drop in consumer confidence strongly suggests a sharp slowdown in consumer spending. This, in turn, has been a major drag on economic growth for the quarter as a whole, with changes in inventories contributing significantly.

Although we may witness a bottom in starts by the fourth quarter in the southern portion of the country, there is little suggestion that starts will stay flat for any length of time. Instead, we are likely to see a steep decline in starts in 2009. This, in turn, will have a significant negative impact on homebuilder financial results in the near term. Homebuilder earnings will likely be negative and cash flow from operations will be limited.

Although housing starts and homebuilder earnings will likely be negative for the year, homebuilder share price declines in the first half of the year are likely to continue and could possibly be exacerbated in the near term. Homebuilder share prices have already declined sharply from their mid-2005 highs and are now trading at levels that are well below peak levels. Homebuilder share prices have continued to decline throughout the first half of the year, with the average homebuilder share price declining by approximately 40% for the year to date.

In this environment, September's real GDP growth rate of 2.4% (revised) for the quarter was significantly lower than expected. The GDP growth rate for the quarter was due to solid gains in net exports and inventory accumulation. The earnings of the Federal Reserve's continuing survey of Thirteenth District businesses in the construction and real estate sectors that we conducted in early October. The earnings of the survey are consistent with our view that the housing market is likely to continue to improve in the near term.

The number one factor that makes Chino Hills a desirable region for retail development is the supporting demographics. The city boasts one of the highest incomes in the country for its size and the surrounding area has great population density. The trade area also has a strong future housing market that will be made available by the completion of several residential developments that are currently planned in nearby San Dimas and Chino. Its location, as compared to other inland Empire sites, was another element that put Chino Hills on the map for Opus West. The area is situated in a donut hole between several regional malls, none of which are located close enough to serve the trade area. The lack of direct competitors is appealing to retailers who are eager to enter markets that are known as "underserved" for retail. It is very rare to find a location that possesses both high density and high income that has not already been targeted for major shopping center development.

The city also possessed a specific vision to bring an exciting lifestyle center to Chino Hills and agreed to relocate the city park in order to make the best intersection in the city available for such a development. The park was upgraded and relocated to a nearby location providing Opus West with property on which to develop TheShoppes. This site is located off a highly trafficked commuter street with tremendous freeway visibility.

Although Chino Hills was an ideal location to build TheShoppes at Chino Hills, it was not without a sufficient amount of challenges that needed to be overcome. The entire process has taken more than seven years to complete from start to finish. The city officials wanted to construct the new site in the center of Opus West necessary due to the city's vision of creating a center that would be both high quality and financially successful.

The Shoppes at Chino Hills also required several years of en- tlements and design work as well as continued on page 26

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Businesr JOURNAL • PAGE 6

November 2008

Seventh Annual NAI Capital Broker Survey

These are obviously turbulent economic times. At the time of this writing, the capital markets are in crisis, credit is constricted, and the economic outlook is murky. The residential real estate market is still in free-fall and is expected to tighten in Southern California has accelerated. While market conditions are still generally healthy in the commercial real estate segments (office, industrial, retail and apartments), there has been a marked softening in the conditions and both sales and leasing activity is down sharply.

In order to provide insight regarding the outlook for the commercial real estate market in Southern California we have once again conducted a survey of NAI Capital brokers about what they are seeing in the marketplace. As pointed out in previous survey reports, the brokers at NAI Capital are among the first to spot a trend in the marketplace. They have day-to-day exposure to a wide vari- ety of players—tenants from different industries, landlords, developers, investors, and financiers. They are part of the decision-making process, and the decisions that their clients are making today won't show up in the market statistics for another three to six months.

In the early fall of 2008 (at the very beginning of the credit cri- sis), we repeated the survey and summarized the findings to you in this report. The major findings from this survey include:

- Most NAI brokers expect office market conditions to continue to soften into 2009 and effective rents to continue to drop by 5%-6% on average. Interestingly, and in contrast to other surveys, we are seeing signs that in the office market, construction starts are expected to drop significantly, enabling the market to tighten starting in approximately a year and a half. Also, significant incentives are available for those with cash.

- The industrial market is also projected to soften, although starting from much tighter market conditions, particularly in inlying areas. As with office, interest from firms in expanding is down significantly. Construction activity is also down sig- nificantly, which will enable the industrial market to tighten starting in approximately 12 months. In the meantime, rents are projected to drop by approximately 2.3% and sale prices per SF by approximately 5.2% on average.

- Similar conclusions were made about the retail market. Demand for space is down particularly strong from furniture, coffee houses and fashion, but remains moderately strong from restaurants, supermarkets and other require- ments is down significantly. Construction activity is also down sig- nificantly, which will enable the industrial market to tighten starting in approximately 12 months. In the meantime, rents are projected to drop by approximately 2.3% and sale prices per SF by approximately 5.2%.

- The apartment market has softened some in recent quarters, but still remains generally healthy. The outlook is for general stability, despite the economic downturn, due to consumer sentiment which currently favors renting over owning at this point in time and due to only moderate construction activity (in most areas). On average, rents are projected to climb by approximately 3.2% over the next 12 months, but prices per SF are down by approximately 2.5%, due to the sharp tighten- ing in lending criteria that is taking place. Buildings in Class A locations and/or with major cash flow are viewed as faring the best.

Opportunity In A Down Market

By Royce Stutzman

How in the world can the depressed market be an opportunity? Well, for some in the right circumstances, now is a great time to transfer wealth. Take a look at this example. Larry and Sandy are in their late 60s and have a business they think is worth about $10 mil- lion. They are the sole owners and have been thinking about trans- ferring 10% of the stock to their son, who has been working in the business for 15 years. They also know that they would be able to take a discount by gifting a minority interest in the stock and think that this might equate to about 25%. So, a 10% gift of $10 million would be $1 million less 25%, or $750,000. Then, since this stock is not public- ly traded, there would be a discount because it is not readily mar- ketable. They think that might be another 25% discount. So, the gift might be discounted another 25% to $652,500.

However, in this market, at this time, the marketability discount might be even higher and thus the opportunity. Why? Think about this. The stock markets are experiencing extreme volatility. That is an indication of extreme fear. In times of fear and distress, it is common for investors to seek a safe place for their investments. Thus, we have seen an exodus from equities to U.S. Treasury Bills, which are per- ceived to be safe. Treasury rates are at historic lows. In addition to stock volatility, according to the Financial Times, the U.S. consumer confidence index has reached its lowest level on record this month, as the deepening of the financial crisis made Americans suddenly much more pessimistic about their current situa- tion and prospects. Consumer confidence fell from a reading of 61A in September to 38 in this month - the lowest since the index was established 40 years ago.

So, what does all of this have to do with Larry and Sandy? Whenever there is a market with extreme volatility and unrest, low consumer confidence, and a shift to safer investments, studies show that marketability and liquidity go higher. It is simply more difficult to sell if there is uncertainty and the discounts for lack of marketability can and should be placed at a higher level. In Larry and Sandy's situation, an increase of 10% in this discount would mean $75,000 less value and less gift tax cost. And there is very strong evi- dence that an even higher marketability discount might be appropri- ate. So, if you are thinking of gifting

continued on page 39
Dr Pepper... continued from pg. 3

of Dr Pepper Snapple Group. “This is the first time in 16 years that we’re releasing five major U.S. distribution hubs that will allow us to more efficiently serve our customers and consumers and strengthen our overall route-to-market,” said Dr Pepper CEO Carlos Garcia, who will now personally report to the CEO of the entity for the benefit of the Village of Victorville for welcoming us into the community, and we’re committed to making Victor Valley a better place to live and work.

As of September 1, 2008, there were more than 108,000 square feet of space under construction as of June, and 66,000 square feet of space that will be available by the end of the year. This brings the total industrial space under construction in the Inland Empire to 18.8 million square feet, according to CBRE Group Inc., a commercial real estate company.

“With the supply of industrial space increasing, we’re seeing a shift in the market,” said Peter Pfeiffer, vice president of research and economics at CBRE. “This is good news for the market, as it means we have arrived and others will follow. This means the Inland Empire’s industrial market is on the rise, which is good news for the region.”

In addition to the construction of new industrial space, the Inland Empire’s logistics market is also seeing growth. According to CBRE, the Inland Empire’s logistics market is expected to grow by 18.8% in 2008, with 51,500 new logistics jobs being created. This is up from 41,500 new logistics jobs created in 2007.

The availability of industrial space is also expected to increase, with 18.8 million square feet of industrial space under construction as of June, according to CBRE.

In conclusion, the Inland Empire’s industrial market is expected to continue to grow in 2008, with new construction and an increase in the availability of industrial space. This is good news for the region and for the companies that are moving to the Inland Empire to take advantage of its low cost of living and high quality of life.

Notes: (H) = Higher than the previous week, (L) = Lower than the previous week, (ST) = Same as the previous week.

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

**THE GAINERS**

<table>
<thead>
<tr>
<th>Company</th>
<th>Current Close</th>
<th>3/3/08 Close</th>
<th>% Chg.</th>
<th>52 Week High</th>
<th>52 Week Low</th>
<th>Current P/E Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe Systems Inc</td>
<td>14.50</td>
<td>13.05</td>
<td>11.0%</td>
<td>26.50</td>
<td>9.50</td>
<td>82.8</td>
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<tr>
<td>American Express Co</td>
<td>65.75</td>
<td>64.95</td>
<td>1.2%</td>
<td>67.00</td>
<td>49.00</td>
<td>8.6</td>
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<tr>
<td>Applied Materials Inc</td>
<td>20.75</td>
<td>20.05</td>
<td>3.5%</td>
<td>25.00</td>
<td>15.00</td>
<td>13.9</td>
</tr>
<tr>
<td>Apple Computer Inc</td>
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<td>79.95</td>
<td>1.9%</td>
<td>85.00</td>
<td>60.00</td>
<td>13.4</td>
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<td>11.95</td>
<td>0.4%</td>
<td>12.50</td>
<td>10.00</td>
<td>10.2</td>
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</table>

**THE LOSERS**

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<tr>
<th>Company</th>
<th>Current Close</th>
<th>3/3/08 Close</th>
<th>% Chg.</th>
<th>52 Week High</th>
<th>52 Week Low</th>
<th>Current P/E Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>American States Water Co (L)</td>
<td>32.00</td>
<td>30.50</td>
<td>5.0%</td>
<td>40.00</td>
<td>24.00</td>
<td>13.5</td>
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<tr>
<td>Bank of America Corp</td>
<td>40.00</td>
<td>38.50</td>
<td>4.0%</td>
<td>45.00</td>
<td>30.00</td>
<td>10.2</td>
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<tr>
<td>Barclays Bank PLC</td>
<td>60.00</td>
<td>58.50</td>
<td>2.5%</td>
<td>70.00</td>
<td>40.00</td>
<td>13.0</td>
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<td>Biogen Idec Inc</td>
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<td>63.00</td>
<td>3.1%</td>
<td>75.00</td>
<td>45.00</td>
<td>11.5</td>
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<tr>
<td>Biogen Idec Inc</td>
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<td>16.50</td>
<td>2.9%</td>
<td>20.00</td>
<td>10.00</td>
<td>17.4</td>
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**Five Most Active Stocks**

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<thead>
<tr>
<th>Company</th>
<th>Volume</th>
<th>% Chg.</th>
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</thead>
<tbody>
<tr>
<td>Hansen Natural Foods Inc</td>
<td>36,620,159</td>
<td>-3.5%</td>
</tr>
<tr>
<td>Watson Pharmaceuticals Inc</td>
<td>25,739,502</td>
<td>1.2%</td>
</tr>
<tr>
<td>Fleetwood Enterprises Inc</td>
<td>15,114,103</td>
<td>0.0%</td>
</tr>
<tr>
<td>Modtech Holdings Inc</td>
<td>10,882,029</td>
<td>0.0%</td>
</tr>
<tr>
<td>CVB Financial Corp</td>
<td>10,781,935</td>
<td>0.0%</td>
</tr>
</tbody>
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**Monthly Summary**

**9/22/08**

1. **Advances**
   - 7
2. **Declines**
   - 16
3. **Unchanged**
   - 1
4. **New Highs**
   - 2
5. **New Lows**
   - 10

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**Notes:** (H) - Higher than the previous week, (L) - Lower than the previous week, (ST) - Same as the previous week.
It doesn’t take a Sherlock Holmes to deduce that our lawmakers are focused on the wrong element of the housing crisis. Congress has just created a massive bailout package the details of which are still fuzzy. If only it had included the right provisions. Instead, it did nothing for the consumer, nothing for the individual homeowner, and it did nothing to put a floor under the value of homes which continue to drop nationwide. The bailout package focused on the concerns of those with the most political leverage that have precious little to do with the national emergency as it affects most of us. Rather than worrying about whether top financial executives have earned their golden parachutes, or whether Nancy Pelosi was right about the role of deregulation in this crisis, the Congress, the Administration, and the Fed should have spent time and energy worrying about the little guy. Here’s one modest proposal they could have considered.

Let’s make it a condition of any financial institution accepting government assistance with their illiquid mortgages, or mortgage-backed securities ("MBS"), that it will be required to lower the rates on all of its mortgages to more than 6% and to fix them there. The problems that individual borrowers have with rates resetting at unaffordable levels would be considerably reduced. For the family with a $300,000 mortgage which faced a rate-reset to, say 10%, the savings would make a world of difference. The principal and interest portion of their payment would be reduced by $834.06 per month. If their percentage of take-home pay was 50% with the 10% mortgage, it would drop to a much more manageable 34% with the 6% mortgage. Let’s call it the 6% solution.

Not only would this idea help the little guy, it would have a beneficial impact on the entire residential real estate market. Prices would tend to stabilize. Defaults would tend to decline. The supply of new homes coming on to the market through foreclosure would tend to drop. Illiquid MBS do not now trade because no one knows what the flow of funds into the mortgage pools will be. As the 6% solution stabilizes the payment streams at known levels, those MBS will become increasingly salable, and the banking system increasingly liquid. The 6% solution would not be a panacea, but it could make a considerable difference just at the cusp, or tipping point, at which I suspect we now find ourselves.

Interestingly, the cost of this little guy bailout would probably be about what the cost of the big bailout that is underway. Bank of America / Countrywide just announced a $8.5 billion dollar package for 400 thousand homeowners. If the bailout were for 40 million homeowners at the same rate, the cost would be $550 billion—or almost exactly what the bailout we got is projected to cost. In addition, the Bank of America plan would lower borrower rates to as low as 2.5% and provides assistance to those who are going to lose their homes no matter what the rate.

There are problems with this 6% solution, of course. Owning an undivided interest in a pool would be reduced by $834.06 per month. If their percentage of take-home pay was 50% with the 10% mortgage, it would drop to a much more manageable 34% with the 6% mortgage. Let’s call it the 6% solution.

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Local Manufacturer Honored
By Carol Park

"It's really a great honor and the most important thing about this is the principle behind the award which is contributing and giving back to your industry," Weisbart said. "I think this was recognition that both the company and I are committed to doing that."

Weisbart received the award for "outstanding contribution to the industry and the association for more than 30 years, including over eight years on the IFAI Board of Directors," according to the association.

The award was presented to Weisbart during the 2008 Annual EXPO of the IFAI in Charlotte, N.C. on Oct. 23. Currently, Weisbart serves on the Industrial Fabric Foundation Board and is responsible for developing and implementing a socially entrepreneurial approach for the nonprofit wing of the IFAI which is known as the Industrial Fabrics Foundation (IFF).

Weisbart's commitment to the association includes a stint as a member of the Strategic Planning Committee of the IFAI board.

Weisbart and his wife of 42 years, Carmen, own and operate the 42-employee manufacturing firm in Fontana. A&R Tarpaulins is the parent company of AR Tech and AR Industries and provides products and services for flight hardware, ground support to various aerospace companies providing satellite launches, architectural products and services for homes and businesses and industrial products for the transportation industry.

Community involvement is important to Weisbart. A&R trains and employs interns from local high schools, universities and colleges. Weisbart began the internship program more than 25 years ago and today, some of those interns are now full-time employees.

The average worker at A&R has been with the company since 1991 and Weisbart said the company is working to continue the growth it has enjoyed since 1983.

"Those children belong to families, some of whom will benefit from these apartments," the California Department of Housing & Community Development said in a press release. San Bernardino plans to modernize the shelter and to convert some of the area into dormitory-style apartments for single women who stay longer.

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The average worker at A&R has been with the company since 1991 and Weisbart said the company is working to continue the growth it has enjoyed since 1983.

"Those children belong to families, some of whom will benefit from these apartments," the California Department of Housing & Community Development said in a press release. San Bernardino plans to modernize the shelter and to convert some of the area into dormitory-style apartments for single women who stay longer.

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Hurricane WAMU. Tropical Storm Enutra. The Lehman Brothers Tsunami. In the increasingly tumultuous climate of Corporate America, it's startling to see how well people have adapted to the widespread changes taking effect in the workplace. amid anxiety and uncertainty, businesses are being negatively affected by the widespread changes taking effect in the workplace. Every business is experiencing a perfect storm, with the shuttering and the power is out. Everyone around you is panicking. What should you have thine roots in your legs, and imagine that they are plugging deep into the ground below you. Trying to prevent damage and uncertainty. Sometimes when it invariably hits.

Be prepared. When a big storm threatens a community, there are two key steps to adequately prepare: develop a solid plan and secure the necessary amount of resources. You want to know what you are going to do and what you need to do it. The same holds true for your employment. Before the storm of change hits, decide now what you want from your career and how your skills, credentials and demeanor will assist you in your current employment. This may mean keeping your resume polished, if only to help you notice the casualties and the huge amount of work ahead of you. First and foremost, give yourself permission to feel bad for a while, and honor the fact that you just went through a difficult challenge. If others are hurt by change, extend a compassionate hand. But after a short period of time, decide that you will do better on with your life once again. Make a graceful exit from the pity party, roll up your sleeves and get to work. Start getting to know your new co-workers, learn the ins and outs of your new organization and map your new career trajectory. Whatever the results of the change are, know that the sooner you stop the self-destructive spin cycle of complaining, the quicker you will move back into a place of happiness and prosperity.

The spate of corporate fear can be addressed when we take out the fear from the legacy of Mother Nature. By adequately preparing for and weathering the inevitable tempests of life, we can thrive.

We are very proud to say that many of our original customers are still with us today. As your needs have changed and so have ours, we continue to evolve and adapt to ensure that you receive the quality of service and expertise that you have come to expect from us. That’s why we’ve added a new online presence, making it easier for you to request a quote, book a meeting, or learn more about our services. You can now access our resources and contact us from anywhere. With our updated website, we’re confident that we can continue to serve you and help you meet your communication needs today and in the years to come.

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Staying Calm Amid the Tempests of Change
By Theresa Rose

Business Etiquette for the Upcoming Holidays
How Businesses Can Offer Holiday Happiness
By Carrie Brown-Wolf

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and cost of moving cargo through the local harbors because of recent labor negotiations with the International Longshore & Warehouse Union and concerns over the cost and reliability of throughput at the ports given the controversies surrounding the Clean Truck Program. Shippers have indicated that they are diverting their containers elsewhere.

A final consideration is fuel costs. Since diesel fuel has moved over $5.00 per gallon. Since cargo owners must pay licensed motor carriers a premium to cover this extra fuel cost, the owners of the carriers have been moving warehouses facilities closer to the ports. In the Inland Empire, they have thus favored leasing facilities west of the 1-15 freeway over those located deeper inland. Thus, while the Inland Empire's overall vacancy rate was 7.9% in June 2008, Grubb & Ellis indicates it varied from a low of 5.3% in the Westside to 17.0% in the East San Bernardino Valley and 16.6% in the Riverside- Moreno Valley-Perris area.

EXPORTS

One of the main issues facing the Inland Empire and Southern California has been the demise of a large share of its manufacturing base as overseas firms have been able to produce goods for less money. From 1990-2007, Southern California's manufacturing employment dropped from 1,279,600 to 888,800, down 241,400 or 21.4%. The inland counties did a bit better, adding 41,000 in 2008. However, the area lost 4,500 in 2007 and are down another 6,500 in 2008. In part, this is the reason why import volumes have soared.

One part of a remedy for this situation is for the cost of U.S. exported goods to go down for the rest of the world. This has, in fact, begun to happen with decline in the value of the dollar. Turning around the logic stated earlier, the drop in the value of the dollar means that U.S. goods costing a foreign buyer $100,000 in February 2002 can be purchased for $73.65 today. That is a 26.35% decline in cost.

This fact is showing up in the export volumes at the ports of Los Angeles and Long Beach with outbound loaded containers up 199,000 in 2006, up another 366,000 in 2007 and headed for an increase of 855,000 in 2008. At the moment, the problem is the fact that much of this exported cargo is scrap steel, paper products, and agricultural goods, not produced goods. As yet, the Southern California economy is not taking advantage of this new found international competitiveness.

To a large extent, this is likely because the Inland Empire's manufacturers are largely not used to competing in the national economy. Those whose business grew in the past 12 months by (by 2.3% on average). The majority project relatively significant declines (-3% to -10%).

Retail

Demand for retail space had been very strong through approximately spring 2008. However, demand has retreated due to the downturn in the economy and the credit crisis. Construction activity has remained relatively high, and vacancy rates have crept up. Vacancy rates are currently in the low 4% range basewide (5% range in in lying areas, 5%-6% range in outlying areas), up from the low 3% range basewide a year ago. Effective rents peaked in early 2008, and have since dropped slightly. Prices SF have flattened.

Anecdotally, the broker surveys indicated that current interest in future requirements is down. This is significantly more bearish than the survey taken a year ago. Demand is particularly weak from furniture, coffee houses, and fashion, but remains moderately strong from restaurateurs (including fast food).

A similar pattern is seen regarding future leasing activity. Somewhat more than half (56%) of the respondents expect that leasing activity over the next 12 months will drop, followed by 36% who see activity as static. Relatively few (just 8%) anticipate an increase.

Rents are generally expected to drop over the next 12 months (by -5.2% on average), following the very strong growth in recent years.

Apartments

The apartment market has softened in recent quarters, but still remains healthy, with vacancies in apartment in the low 5%-6% range in in lying areas and the low 4% range in outlying areas. Effective rents have generally remained flat, with reported gains 4%-4.5% in the past 12 months. Construction remains restrained in most of the basin and market conditions are expected to remain generally healthy. Investor interest, however, has slipped some, due to the credit crunch and prices that are now considered overvalued.

Most (80%) of the brokers surveyed expect market conditions to remain static (at current generally healthy levels). However, some (20%) anticipate a softening, and none a tightening. Positive factors listed as keeping the market aloft despite the economic recession include: Rents sentiment which currently favors renting over owning; and only moderate construction activity (in most areas).

Retailers anticipating a softening emphasize the impact that the economic downturn may have on their demand (potentially causing retailers to de-stock or to seek lower-rent units).

As a result of the anticipated moderate softening in market conditions, effective rents are expected to drop over the next 12 months (by 2.3% on average). The majority project relatively significant declines (-3% to -10%).

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Retailers anticipating a softening emphasize the impact that the economic downturn may have on their demand (potentially causing retailers to de-stock or to seek lower-rent units).
Business owners in the Inland Empire may initially feel good about having an organization like OPARC in their community but think they have no reason to learn more about it. If so, they are missing a golden opportunity.

Most adults with disabilities want to work and most have opportunities that are conducive to providing them with productive employment. Any of the following companies will agree, because they provide work for OPARC clients—dozens of local businesses.

The California Legislature passed the Lanterman Act. Among the agency’s major funding for a variety of career development centers in Montclair, Ontario, and Rancho Cucamonga provide leisure and recreational activities for which we have become known.

Among the agency’s major fund-raising activities is an annual invitational golf tournament at Red Hill Country Club in Rancho Cucamonga, usually held the third or fourth Monday of September. Presenting sponsor is Colbies Crossroads. In 2008, the tournament raised more than $40,000 in support of the agency’s speech pathology program. Next year’s tournament is scheduled for Sept. 28, 2009.

OPARC is located at 9209 Vernon Avenue in Montclair. The telephone number is (909) 985-3116, and e-mail can be sent to rwolff@oparc.org. The agency’s Website is www.oparc.org.

OPARC, on the other hand, brings its own quality assurance function and prides itself on long-term working relationships with dozens of local companies. Also, since OPARC pays the workers’ payroll taxes and workers’ compensation insurance, the company may actually end up paying to get the job done for less money than it hired its own employees.

"How did all of this come about?" OPARC was founded in 1950 by parents of small children with severe disabilities. In those days, organized services were non-existent, and society at-large still harbored a "hide them away" mentality toward people with Down syndrome, autism, and multiple retardation.

Fortunately, in 1969, the California Legislature passed the Lanterman Act. Since that time the state has provided funding for a variety of programs that benefit people with "developmental disabilities"—those that occur before the age of 18 and continue indefinitely, significantly impairing such functions as mobility, cognition, communication, and financial independence.

In addition to the Work Activity and Supported Employment Programs described above, OPARC offers a diverse set of opportunities to "enable people with disabilities to achieve their full potential." Adult Development Centers in Montclair, Ontario, and Rancho Cucamonga provide leisure and recreational activities for which we have become known.

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For more information about the golf tournament, contact Development Manager Gayle Pearson at (909) 985-3116 ext. 31 (gpearson@oparc.org).

For more information about assembly, packaging, or employment services, contact Butch Jones, vice president and general manager of Diverted Industries (a division of OPARC), at (909) 982-4990 extension 27.
International... continues from pg. 16

From 2005-2007, the volume of trade has grown by $904 million or 24.8%. This could be an underestimate as the second half of 2007 could find trade increasing in the first quarter of 2008. In 2008, the large share of exports from the Inland Empire were computers and electronic products (19.2%). Miscellaneous manufactured goods (16.3%) were next, followed by transportation equipment (12.9%). Manufactured goods (13.3%) ranked fourth and fabricated metal products (7.9%) were fifth. NAFTA countries were the major destinations for the area's exports, accounting for one-third of them: Canada (21%), Mexico (11.5%). The Inland Empire's imports ranked fifth: China (6.7%) and Japan (6.6%). Two European nations ranked fifth and sixth: Netherlands (5.8%) and United Kingdom (5.6%). The rest of the world accounted for 42.9%.

TRADE ASSISTANCE AND MISSIONS

Several Inland Empire organizations have begun working on improving trade. These include the U.S. Commercial Service Inland Empire District Export Council (909) 466-4134; Inland Empire International Business Association of Southern California (909) 984-3877; Global Trade Council of the Inland Empire (951) 680-1774; and the Inland Empire Small Business Development Center (951) 781-2345. In addition, the City and County of Riverside, the City of Ontario and County of San Bernardino each have in-house trade specialists designed to help inland firms make international contacts.

SUMMARY

For the Inland Empire, international trade has become a major aspect of its economy. This has been particularly true for imports. Some 43.2% of containers entering the U.S. do so through Southern California ports with much of the cargo contained in them being processed in inland warehouses. Export trade has not been as strong in the Inland region, however, with the dollar down in value, the opportunity for local producers to sell abroad has increased. In 2007, $42 billion worth of goods came from the Inland Empire. Numerous companies are now working with local manufacturers to help increase that number.

Bank of America... continued from pg. 17

Stalled

continued from pg. 6

2010. Moreover, housing starts on the order of a normal 1.6-1.7 million units a year will not be achieved until well into the next decade. Put bluntly, housing consumers and financiers are in a state of shock. Housing prices were never supposed to decline at all, let alone the significant decline in employment, however, they do have: time. Consumers no longer believe that home ownership is a path to wealth and lenders no longer want to risk standards to avoid repeating the debacle of this decade. After all, who would have thought a few short years ago that the mortgage stalwarts Freddie Mac and Fannie Mae who own or guarantee over $5 trillion of mortgages would be operating under a Treasury-sponsored conservatorship?

A weak housing market has spilled over into the entire sector. Via the wealth effect coming from declining prices, the credit effect coming from foreclosures, and growing concerns about consumer solvency. Furthermore, $4-a-gallon gasoline prices has crippled the gas guzzling light truck segment of the market. New car sales were running at 15.5 million units and a recession-fueled recovery seems far off. Indeed, in addition to rescuing the financial system, the government is about to come forward with $25-50 billion of loan guarantees for that beleaguered industry. The real estate-automobile manufacturing sector could all be facing bankruptcy next year.

In a nutshell, the major risk facing the economy is whether or not the consumer will buck the weight of falling housing prices, high energy prices and tepid growth wave. As we see it, consumption weakness will, in part, be balanced by lower consumer spending on imports. Simultaneously, the economy outpaced part of the demand decline. Although consumer spending increased accompanied by a large decline in the saving rate, the income side of the equation possibly held the level of spending up.

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— Sam McCall, Area Manager, AT&T

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In fact, he’s been to over 22 of the 30 big league ballparks.
Mayor Terry Caldwell of Victorville held the Port of Los Angeles (POLA) Board of Harbor Commissioners and the L.A. Commissioners that an inland port is “inevitable.” “Victorville is the logical and ideal choice,” Caldwell said. He thanked them “for partnering with the Port of Long Beach to approve a six-month Inland Ports Feasibility Study.” The study will examine proposed sites in the Southland, including Victorville.

Mayor Caldwell was again joined by U.S. Congressman Dana Rohrabacher (R-CA, 46th), and Mike Gin, deputy to L.A. Supervisor Don Knabe. Rohrabacher and Gin expressed their strong support for the study and indicated the absolute necessity for an inland port for the good of the port and the surrounding community.

Mayor Caldwell proposed a municipal partnership to build, “A place not just to store containers, but where we can develop a world-class, state-of-the-art, green, intermodal logistics and distribution distribution...akin to the Port of Rotterdam’s inland port in Duisburg German which like Victorville, is similarly situated approximately 90 miles away.”

“A Victorville inland port is unique. It allows for the continued growth of Southern California’s most important job producing, tax generating economic engine and still protects neighborhoods and the environment. Now, much of the new port growth would occur in our High Desert, 100,000-acre redevelopment area in the Mojave AQMD bringing jobs to our area,” he added.

“You and your fellow commissioners have wisely chosen to look well beyond today’s severe economic challenges and forecasts,” Caldwell said. “You all have experienced the frustrations, delays and controversies over new construction in and around the ports to also know that no build-out plans are ever on-time or a sure bet. I applaud you for acting so we can plan for the economic activity that will inevitably make an inland port an essential part of your operations.”

Mayor Caldwell did not discount the “monumental challenges” involved but said it required “leaders with vision and imagination to preserve your port’s status as America’s port.”

“Leaders who will take on the nay-sayers,” who once challenged the port’s environmental policy and now challenge the need for an inland port. “You held your ground, proved them wrong and changed forever the way people think about ports with your Clean Air Action Program. We will do the same with an inland port,” the mayor added.

“We dream big in Victorville. And we build big...the success of our (air, ground, rail logistics goods movement) projects are not dependent upon an inland...continued on page 39.
**Evans Joins Temecula Valley Winegrowers Association**

Peggy Evans, a familiar face to Temecula’s wine country for more than two decades, has been named marketing and communications specialist for the Temecula Valley Winegrowers Association, which represents more than 65 award-winning wineries and grape growers.

Evans, a resident of Canyon Lake, will be responsible for marketing winemaker events and internal and external communications.

“We are very excited to have Peggy join our team and to have her back in Temecula wine country,” said Dan Arbogast, executive director of the Temecula Valley Winegrowers Association. “Her knowledge and experience that she brings with her is a huge plus. Most recently Evans was director of sales and marketing for Glen Ivy Hot Springs in Corona. For 10 years she worked at Callaway Vineyard & Winery where she held a variety of management positions.”

It’s a Grumpy...

**continued from pg. 5**

Now Disney, unlike say, Warner, is known for its nice characters. Mickey and Minnie Mouse, Goofy, Tinkerbell, Cinderella and others. Even among the dwarfs there are nicer characters; Happy and Dopey among them. So how did the man who’s been “angry since ’57” become such a big seller?

Grumpy is, after all, an anomaly. He is neither the consummate evil character that most Disney baddies are, such as the wicked witches, evil stepmothers and vengeful pirates, nor is he the good boy that a Prince Charles or a Grumpy...is naturally, genius.

And even though Disney markets other dwarf items, somehow Grumpy has taken the lead. Even odder is the fact that he is a favorite of dachshunds more than kids.

Perhaps the Disney Website itself provides some explanation. On the page for the Grumpy work jacket and pants they say, “With more attitude than all of the other dwarfs combined, he’s the perfect motivator for you work or your life in general.”

Even the people I have spoken with at Anaheim’s Disneyland Park cannot account for the popularity. What attracts people, especially adults, to Grumpy? Perhaps it’s the times we live in. After all, as the old chestnut goes, the difference between an optimist and a pessimist is that the pessimist is better informed.

If that’s the case, then I say, close out your stocks and 401K’s. Invest in Grumpy ware.

**Spending the Gas Tax Revenue**

By Bill Leonard, Member State Board of Equalization

I have been asked by a reader to explain how the revenue collected from gas taxes is spent in California. Recall that we pay the following per gallon in 18.3 cents in federal excise tax, 18 cents according to the Internal Revenue Service, for a total of 69.3 cents per gallon. (The average in U.S. is 47 cents per gallon.)

There are now more streets and highways to maintain than we have money to pay for, which means California’s transportation system is deteriorating. And to add insult to that injury, significant amounts of highway taxes are diverted to non-highway purposes in the form of subsidies to mass transit.

$3.4 billion was collected in state excise tax in 2006-07. About 64 percent of that was deposited in the State Highway Account for general, maintenance, and rehabilitation of the state highway system. The balance goes to local government for the maintenance of local streets and roads.

The state excise tax revenue is deposited in the Federal Highway Trust Fund and then returned to the states in the form of reimbursement. That amounted to approximately $3.3 billion in 2006-07 and was split approximately 60/40 between state and local government. That money is used for maintenance, safety, and rehabilitation of the state highway system. California almost never gets as much back as it sends to Washington.

The sales tax revenue is more convoluted. Prop. 42 requires that the state’s portion of the sales tax on gasoline (approximately $1.4 billion in 2006-07) be deposited in the Transportation Investment Fund (TIF) and distributed as follows:

- 40% to the state highway
- 40% to local and regional transportation agencies
- 20% to local and regional transportation agencies

Spending the Gas Tax Revenue continued on page 28

**Chino Hills a Ra...**

a highly sophisticated development agreement to guarantee that all parties would deliver a mixed-use project.

The result has been a phenomenal success with a strong restaurant, national retailers and local boutiques. Le Creuset, a French manufacturer of high-end cookware, will open next month making The Shoppes location one of the brand’s only independent stores in the United States. Harmony’s seatbelt handbags and accessories chose The Shoppes for its first Inland Empire boutique, as did Peet’s Coffee & Tea. The popular XXI Forever will open a 21,000 square-foot location, one of the company’s only stores in the Inland Empire. In December: H&M is another major brand that chose Chino Hills for the brand’s launch in San Bernardino County.

Chino Hills has been underserved by quality dining for years. The restaurants feature a strong reputation line-up including, P.F. Chang’s China Bistro, California Pizza Kitchen (CPK), RA Sushi, the first Yard House Bar & Grill concept, Panera Bread, Modo Mio Cucina Rustica Ristorante and Wood Ranch BBQ & Grill. The restaurants have opened with strong sales. CPK reported that Chino Hills had the strongest opening in the history of the company, which has over 200 stores.

The Shoppes at Chino Hills is a rare jewel for major national retailers, offering the right mix of high density, high income, lack of competition and the ability to open in a lifestyle center that emulates the quality and attention to detail for which Opus West is known.

**Inland Empire’s Largest Office Projects**

**continued on page 28**

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Inland Empire’s Largest Office Projects

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Mortgage Lenders

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<th>Lender</th>
<th>Address</th>
<th>Average Loan</th>
<th>Total Amount</th>
<th>Number of Loans</th>
<th>% of L Market</th>
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<tbody>
<tr>
<td>Wells Fargo Bank</td>
<td>P.O. Box 4000, Morelos, CA 91350</td>
<td>190,000</td>
<td>450,000,000</td>
<td>4,000</td>
<td>40.00</td>
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<tr>
<td>Pacific Western Bank</td>
<td>114 W. 7th St</td>
<td>190,000</td>
<td>450,000,000</td>
<td>4,000</td>
<td>40.00</td>
</tr>
<tr>
<td>Bank of America</td>
<td>3001 Fairview Rd</td>
<td>340,000</td>
<td>850,000,000</td>
<td>6,800</td>
<td>55.05</td>
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<tr>
<td>Bank of America</td>
<td>3001 Fairview Rd</td>
<td>340,000</td>
<td>850,000,000</td>
<td>6,800</td>
<td>55.05</td>
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<tr>
<td>Bank of America</td>
<td>3001 Fairview Rd</td>
<td>340,000</td>
<td>850,000,000</td>
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<td>55.05</td>
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<td>Bank of America</td>
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<td>340,000</td>
<td>850,000,000</td>
<td>6,800</td>
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Spending the... improvements

Do it! Do it! Do it! Do it!

Inland Empire Traffic Solutions.

NOVEMBER 4TH
to more than 250,000 cars per day. Greg Wells with Grubb and Ellis/CRECommercial's Self Storage Group represented both the buyer and the seller in the deal. This closing marks the 30th closed escrow for our group over $97 million, which Wells has handled on behalf of Lockaway Storage since 1996.

In Rancho Cucamonga, Dr. Jacob Haiaiy paid $3.1 million for an 11,000-sq.-ft. (1225.50 sq.m) medical office building at 8680 Monroe Court, south of Foothill Blvd. and just east of Haven Avenue. The buyer, a local plastic surgeon, will occupy the majority of the space and lease out the balance. John Ewart of Grubb & Ellis represented the seller in the transaction. Eli Cohen of MoneyMasters Inc. brokered the deal for the buyer....

In Chino, WAGALS, LLC of Chino paid $2.3 million for a 15.6 sq. ft. ($147/f) industrial building at 15568 El Prado Street, located a short distance northeast of the 71 Freeway within Chalmers El Prado Business Park. Randy Lockhart of Grubb & Ellis' Ontario office represented the buyer, while Ashley Associates represented the seller, John & Mary Ann Doe. In retail news, developers of a new 90,300-sq.-ft. neighborhood center in the city of Calimesa, The Shoppes at Calimesa, are about to break ground on the first of two phases. The $30 million, 9,4-acre project, which is located on Calimesa Blvd. at Myrtlewood Drive, is a development of Calimesa and Myrtlewood Joint Venture LLC, a joint venture between Marc Breyer and InterVision Holdings, both based in Chicago, IL.

The first phase, consisting of 50,000-sq.-ft., will feature Fresh & Easy, Walgreens at The Shoppes at Calimesa will be the first major drug store to open in the city of Calimesa, the property was

Real Estate Notes

continued on page 12

Seize the Opportunity & Make a Difference

Help Families Needing Food & Looking for Work

Give Hope, Give Life and Give Blood

* Free Employer Job Fair (Free to Public, Bring lots of Resumes)
* Thanksgiving Food Drive (Please bring a can of food)
* Blood Drive (Give the Gift of Life)
* Distressed Property Real Estate Auction
* Home Lenders Onsite (5% Down Payment Home Loans)

Hilton Ontario Airport Hotel
700 N. Haven Ave.
Ontario, CA 91764

Saturday & Sunday
November 15th & 16th, 2008
10:00 AM - 4:00 PM
(Parking is $3.00 with ticket validation)

Visit us on the Internet: www.BidAuctionsUSA.com
Free Employer Registration: (760) 200-9405

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Visit us on the Internet: www.BidAuctionsUSA.com
Free Employer Registration: (760) 200-9405
Workforce Housing Breaks Ground

LLC of Rancho Cucamonga, in a partnership with National Community Renaissance and Hope through Housing, along with KTGY, have focused on a design that demonstrates the highest quality and stays consistent with the standards that commercial centers is key,” Addington noted. “When employees are able to work and live locally, it can often boost company productivity as attendance, and allow employees to truly become part of a community since they spend less time on the freeway and have more time for local activities.”

Rancho Cucamonga-based National Community Renaissance is a nonprofit affordable housing company that operates more than 9,500 apartments. Hope through Housing, also based in Rancho Cucamonga, is a nonprofit group that provides social services in affordable-housing communities.

For more information, see www.ktgy.com

Fastest Growing Companies in the I.E.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Address</th>
<th>% Change in Revenue</th>
<th>Revenue 2006</th>
<th>Revenue 2005</th>
<th>% Change in Employees</th>
<th>Employees 2006</th>
<th>Employees 2005</th>
<th>% Change in Employees</th>
<th>Employees current</th>
<th>Year Founded</th>
<th>Type of Business</th>
<th>Top Local Executive</th>
<th>Title</th>
<th>Phone</th>
<th>E-Mail Address</th>
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<td>Ace Direct Co.</td>
<td>906 Villa Rd.</td>
<td>3.2%</td>
<td>4,135,000</td>
<td>3,960,000</td>
<td>4%</td>
<td>50</td>
<td>48</td>
<td>3%</td>
<td>50</td>
<td>2009</td>
<td>Commercial</td>
<td>Mark &amp; Greg Lawrence</td>
<td>Partner</td>
<td>(760) 323-7792 5699</td>
<td><a href="mailto:info@ace-direct.com">info@ace-direct.com</a></td>
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<tr>
<td>American Security Bank</td>
<td>13790 Bear Valley Rd.</td>
<td>7.3%</td>
<td>6,780,000</td>
<td>6,350,000</td>
<td>5%</td>
<td>60</td>
<td>57</td>
<td>2%</td>
<td>60</td>
<td>1992</td>
<td>Commercial Bank</td>
<td>Dave Blankenship</td>
<td>President</td>
<td>(909) 242-2085 1846</td>
<td><a href="mailto:dbank@amerbank.com">dbank@amerbank.com</a></td>
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<tr>
<td>Caldwell Butler Commercial &amp; Mutual Companies</td>
<td>41700 Warrington Rd.</td>
<td>17%</td>
<td>52,000,000</td>
<td>47,000,000</td>
<td>9%</td>
<td>60</td>
<td>55</td>
<td>7%</td>
<td>60</td>
<td>1999</td>
<td>Commercial Real Estate</td>
<td>Victor Cappell</td>
<td>CEO</td>
<td>(909) 358-6225 5111</td>
<td><a href="mailto:victor@ccbp.com">victor@ccbp.com</a></td>
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<tr>
<td>David Evans and Associates, Inc</td>
<td>4020 Cucamonga Blvd.</td>
<td>32%</td>
<td>12,000,000</td>
<td>9,000,000</td>
<td>2%</td>
<td>110</td>
<td>95</td>
<td>13%</td>
<td>110</td>
<td>1979</td>
<td>Professional Services</td>
<td>Bruce McNally</td>
<td>Manager</td>
<td>(909) 358-6225 5111</td>
<td><a href="mailto:bmcnally@ccbp.com">bmcnally@ccbp.com</a></td>
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<tr>
<td>Hamori Natural</td>
<td>15111 St. John Rd.</td>
<td>132%</td>
<td>1,025,000</td>
<td>425,000</td>
<td>12%</td>
<td>50</td>
<td>45</td>
<td>10%</td>
<td>50</td>
<td>2002</td>
<td>Landscape Architecture</td>
<td>Linda Hoffman</td>
<td>Executive Director</td>
<td><a href="http://www.hamorinet.com">www.hamorinet.com</a></td>
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<td>Prudent Financial Holdings, Inc</td>
<td>7736 Central Ave.</td>
<td>25%</td>
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<td>46,000,000</td>
<td>12%</td>
<td>320</td>
<td>280</td>
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<td>320</td>
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<td>Banking &amp; Loan Services</td>
<td>Craig R. Rhode</td>
<td>CEO</td>
<td>(909) 735-6171 3130</td>
<td><a href="mailto:craig.rhode@prefin.com">craig.rhode@prefin.com</a></td>
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<tr>
<td>Union Bank of California</td>
<td>1405 Hacienda Ave.</td>
<td>50%</td>
<td>37,517,000</td>
<td>25,000,000</td>
<td>10%</td>
<td>200</td>
<td>180</td>
<td>13%</td>
<td>200</td>
<td>1992</td>
<td>Banking &amp; Loan Services</td>
<td>Alan J. Lane</td>
<td>President</td>
<td>(909) 358-6225 3773</td>
<td><a href="mailto:alan@unionbank.com">alan@unionbank.com</a></td>
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<tr>
<td>Watson Pharmaceuticals</td>
<td>311 Bonair Circle</td>
<td>16%</td>
<td>1,742,000</td>
<td>1,500,000</td>
<td>2%</td>
<td>110</td>
<td>106</td>
<td>5%</td>
<td>110</td>
<td>1992</td>
<td>Pharmaceuticals</td>
<td>WPD</td>
<td>President</td>
<td>(909) 358-6225 5111</td>
<td><a href="mailto:wphd@prefin.com">wphd@prefin.com</a></td>
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Note: Not Applicable (NA) - Would not disclose so no data is available. The information in the above list was obtained from the company lists. In the list of our knowledge the information supplied is accurate as of print time. While every effort is made to ensure the accuracy and thoroughness of the information, but the geographic areas sometimes occur. Past and current names as company instability. The Inland Empire Business Journal. 2701, Rancho Cucamonga, CA 91729-1474. Copyright 2009 by ABJ.
We have entered a time in history in which organizations are faced with new challenges which require innovative approaches and teamwork. A highly effective team shares a common direction, with each member contributing their personal strengths to the goals of the team. Through experiential activities, Lodestone facilitates organizations in finding their direction and team members to recognize their unique significance to the group.

Lodestone adventures was conceived 14 years ago by Terilynn and Adam Bondeson. Both were working in the field of outdoor and experiential education with different firms and decided to focus their energies on their own programs and vision. Terilynn came from a corporate background, but had her heart stolen when she was asked to volunteer with an inner city foundation that sent young children from Nickerson Gardens to camp. Adam had years of experience with both the ropes course and other forms of recreation. Adam had

Lodestone was started to work with youth, teaching leadership and communication skills, as well as leadership and personal development. Soon after beginning to run their own programs, Adam and Terilynn realized that the programs that they were offering had great benefit to adults as well as youth. The learning and application of the activities looks different, but the purpose and outcomes are similar. Since the beginning, Lodestone has had the opportunity to work with schools, churches, camps, private businesses, the military and many athletic teams, including Olympic and university teams.

No matter what the program, Lodestone specializes in providing positive experiences that are tailored to meet the specific goals and objectives of each client. Learning and new tools are transferred back to real life application at work or school. Lodestone’s goal is to the larger group. Recently Lodestone has started to offer multi-activity races that focus on adventure, risk management, and staff development and Terilynn brings her extensive corporate background and human development experience to the company.

By using outdoor and adventure activities like the challenge course, Lodestone programs give the opportunity to practice leadership skills and build team with the group. Activities can range from a multi-day outdoor experience; to short, program design, risk management, and staff development and Terilynn brings her extensive corporate background and human development experience to the company.

Lodestone can offer programs such as “Build-a-Bike,” where participants are broken into teams and challenged to build bikes that will then be donated to local youth. Other programs involve teams building structures to certain specifications and presenting their themed creations.

Adventures in Leadership

The fact that South Bay lobstermen can be seen leaving the docks each morning outside the Bluewater Grill restaurant in Redondo Beach’s King Harbor can only mean one thing: California spiny lobster season is alive and well and up and down the Southern California coast.

While California spiny lobster season officially extends through March 18, 2009, the most plentiful catch occurs during the season’s first 45 days - giving Angelenos the chance to take advantage of special menu offerings and the season’s lowest prices at area restaurants, including Bluewater Grills in Redondo Beach, Newport Beach and Tustin.

Now through the end of the year, locally caught California spiny lobster, grilled with garlic and butter, is available at all three Bluewater Grill restaurants between $20 to $24 per pound, based on the market price.

California Spiny Lobster Season
With Special Menu Offerings and Promotions

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

GALLEANO WINERY
4231 Winery Road
Mira Loma, CA 91752
(951) 685-5372 or (951) 660-9180
www.galleanowinery.com

For additional information on Lodestone, please visit their Web site at www.lodestoneventures.com or call direct at (909) 866-2829.

THE HISTORIC
GALLEANO WINERY

California spiny lobsters are a delicious delicacy, often enjoyed in fine restaurants and specialty stores. Lodestone is proud to offer our guests the opportunity to have this luxurious seafood experience in the comfort of their own home. With our spiny lobster menu, you can invite friends and family to enjoy this special treat. Our team of experienced chefs will prepare the lobsters to perfection, ensuring a dinner experience that is both memorable and delicious.

THE HISTORIC
GALLEANO WINERY

California spiny lobsters, grilled with garlic and butter, are available at all three Bluewater Grill restaurants between $20 to $24 per pound, based on the market price. The fact that so many of Southern California’s lobster—that is alive and well and up and down the Southern California coast.

While California spiny lobster season officially extends through March 18, 2009, the most plentiful catch occurs during the season’s first 45 days—giving Angelenos the chance to take advantage of special menu offerings and the season’s lowest prices at area restaurants, including Bluewater Grills in Redondo Beach, Newport Beach and Tustin.

Now through the end of the year, locally caught California spiny lobster is available at all three Bluewater Grill restaurants between $20 to $24 per pound, based on the market price. The fact that so many of Southern California’s lobstermen are set to set their own baited traps marked by colored buoys. The general name given to more than 40 species of local clawless lobster, California spiny lobsters can grow up to 20 pounds but are more commonly between one and five pounds in size. The California lobster variety lacks the big claws of the Maine lobster, but makes up for it with a sharp spiny shell, large antennae, a larger tail and an exceptionally sweet taste.

The California commercial lobster industry has enjoyed resurgence in recent years, reaching 951,518 pounds in 2007, the first time it has exceeded 900,000 pounds since the peak local harvests of the 1950s.

Bluewater Grill locations include 663 North Harbor Drive in Redondo Beach, at King Harbor; 630 Lido Park Drive in Newport Beach, at Cannery Village; and 2400 Park Avenue in Tustin, at the new District at Tustin Legacy retail continued on page 39

For additional information on Lodestone, please visit their Web site at www.lodestoneventures.com or call direct at (909) 866-2829.
I've been planning to write this report for several months. And for several months the Apple people have refused to help me. So here goes, without their blessing.

It's no secret that I have been a big fan of the iPod since the day it came out back in 2001. I have followed its development, reported significant additions as they came to fruition and enjoyed the thing for its entertainment value almost daily.

Then came the iPhone. Upon its release, a national publication announced that: clearly, the iPhone was the newest iPod. I was shocked. Truth to tell, the iPhone does a lot more than an iPod, and has a bigger screen for video watching but the capacity for music was so much smaller. The original had about 4 gigs of hard drive space for music. By that time my latest video iPod had about 30 gigs.

Then Apple produced something called the iPod Touch. It looks just like the iPhone, but you don't need people or receive calls. You can, however get WiFi connections on it. This lets you download e-mail, download music and get the latest applications from iTunes. Today the largest Touch has about 30 gigs.

At the same time something called the iPod Classic, which looks much more like mine, came out with 80 gigs. You can't download load directly to it, but you can load what you have on your desktop iTunes library. Considering that Apple now lets you download not only music videos but also full-length movies and TV shows to iTunes, all of the hard drive space comes in handy.

At the same time my 30-gig iPod had more music loaded into it than any two radio stations plus I had loaded any number of TV shows. (Many of these shows are actually available for free to download on iTunes.) I have not downloaded any movies because I would prefer to watch them on my 42-inch flat screen. Bigger screen, better picture.

Of late, Apple has allowed third party applications to become available through iTunes download. This has created no end of controversy, as upgrades don't get out in time. (The developers blame Apple. Apple blames the developers.) As I have mentioned in the past, I don't text and I don't play video games.

Yes, I like to get the latest scores, but here in Southern California I don't really need a detailed weather update and GPS is only good for locations that are not just off of the Interstate, and what isn't? I also don't need a device to update me on the stocks, or who does anymore?

The only thing that the iPod does give me a better picture for the video that I may watch and, like I said, I'd rather watch it at home. I sure don't want to watch it while I'm driving. Then too, running video on my iPod eats battery power quickly. I can't get through a one-hour show without stopping to recharge.

On top of all this, Apple is moving too fast to upgrade its product. Not to mention the fact that each upgrade costs less than its predecessor. This price point issue, as I mentioned in last month's column about the iPhone, has made a lot of enemies for Apple from people who had only just recently crossed over from the world of Bill Gates.

While I still have that great set of Bose headphones, I find that I use them very little. I run my iPhone in the car with the FM transmitter device that Ontario's Macally makes. Newer model cars now come with an auxiliary input for direct connection between the iPod and your sound system.

If you must watch your movies on your iPod Touch, note that several of the national publications have reported on this report for several months. Movies, in computer language, are now called "digital content." I can only imagine what Orson Welles or John Ford would think of that. This transfer process may or may not be legal. Some DVDs are coming out with a digital file, allowing you to download the movie to your iPod legally. I expect that soon the process for adding your old films will be OK, once Steve Jobs works out the copyright and payment problems.

Of course, I also expect that someday the Beatles albums will be available for download from Apple. For now I get the CDs from the library and load them. I'm still trying to figure out time to watch the White album.

So just what is the difference between the iPhone, the iPod Classic and my "old" video iPod?

Not much. The touch screen is bigger. The newest ones allow you to rotate the screen, but then so do the new, smaller, iPod Nano. The iPhone does the same thing, just not as much of it, because it does so many other things as well.

The iPod Classic is now smaller. In its most recent release the 160 gig hard drive was downgraded to 120.

So here it is. If you want to get the latest toy for your grand kids this Christmas, go ahead. As for myself, I remain perfectly happy with my 3-year-old model.

By the way, my original 2001 iPod 1.0 still works just fine, thank you.
“How to Become an Expert on Anything in 2 Hours.”

by Gregory Hartley and Marijana Karcin
AMIACO Inc, New York, NY, 2008
246 pages; $15.00.

The book’s title may give the impression that you are about to be slapped with a quick lesson manual to “Dirty Rotten Scoundrels” a film about con artists trying to con other con artists. And that’s only the beginning. The authors, who use the worlds of background as a military interrogator and intelligence agencies books such as “How to Spot a Liar” (Karcin) to help you identify experts and even become one.

The authors point out that becoming a genuine expert requires a lot more time and effort than the concept of having a lot of hours to spend with something that you enjoy. It rests on how you use your expertise and why, along with some shared experiences, to help you attain the knowledge of an expert. The book redefines the commonly held view of expertise. In the minds of most people, expertise is a specialist who knows the data, the pitfalls, and the jargon. More importantly, the expert has the experience with his field of expertise to go with the knowledge. There are, after all, very few cases where finding out obstetricians, obstetric nurses, or certified midwives in delivery rooms instead of EMTs who may be otherwise busy at accident scenes or fires.

In fairness to authors Hartley and Karcin, the problem may be in drawing an analogy between directing business investments and controlling interrogations. Although much of the information is transferable, it takes almost no effort to make it work. That’s one reason why the first portion of the book seems scarce on top-of-the-head answers.

There’s something here for business readers, but it will take some effort by readers to recognize it and work with it.

—Henry Holtman

For more information, visit www.TheresaRose.net

Out of the... continued from pg. 10.

1. The Snowball: Warren Buffett and the Business of Life, by Alice Schroeder (Bantam Books. $35.00) (2)

2. The Gates: How Warren Buffett made Bill Gates rich (and founded the world’s biggest charity), by Barbara Amiel Schkolnick (McGraw-Hill, $26.00) (1)

3. The Gift of the Good Guy: How Warren Buffett changed the world (and the world of Buffett), by David nonce (HarperBusiness, $26.00) (10)

4. How to Identify and Use Your Unique Strengths at Work, by Marcus Buckingham (AMACOM, a division of American Management Association, $14.95) (8)

5. The 4-Hour Workweek: Escape 9 to 5, Live Anywhere, and Join the New Rich, by Timothy Ferriss (Wiley, $15.95) (1)

6. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, by Stephen R. Covey (Little, Brown, $24.95) (5)


8. The 10 Best Investments Ever Made, by Jim Cramer (John Wiley & Sons, $24.95) (5)

9. The 120 Best Books for Business, by John C. Maxwell (HarperBusiness, $24.95) (5)

10. The 15 Most Important Business Concepts Everyone Should Know, by Charles Schwab (Schoolorcal, $24.95) (5)

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Staying Calm... continued from pg. 14.

change, you will clearly set yourself apart from the rest of the people, and you will be careful how you handle them. You will not allow them to have the upper hand. You will keep reminding them of the three times you will take them to a safe, secure, sandy place. Through awareness, preparation, centering, and acceptance, you will guide them through the blowing winds of change and ultimately emerge more joyful and successful than ever before.

—Henry Holtman

For more information, visit www.TheresaRose.net

California Spiny... continued from pg. 35

and entertainment center. The phone numbers are (310) 318-3744 (374), (949) 675-3743 (374), and (714) 258-3743 (374), respectively.

Ayes Hotel... continued from pg. 25

connect Redlands residents and guests with Redlands-grown navel oranges in order to keep local groves growing despite the threat of oranges from out of the area.

Ayes Hotel Redlands is the seventh Ayes Hotels property in the inland Empire. The hotel is conveniently accessible via freeways and is approximately 25 minutes away from Ontario International Airport.

Following the opening of Ayes Hotel Redlands, Ayes Hotels plans to open two more properties, Ayes Hotel and Spa Mission Viejo and Ayes Hotel Chino Hills.

Opportunity In... continued from pg. 25

so the next generation, now may be the most favorable time in many years to gift. Think about today’s market presents a huge opportunity to large wealth.

Royce Stanton, CPA/BAV, CEO and Founder of Exit Transition Strategies LLC, can be reached at royce@exitstrategies.com.

Consumer Spend... continued from pg. 30

al consumption expenditures.

New investment strategies as seen by the global investment guru.

(2) Indicates a book’s previous position on the list.

(3) Book’s first appearance on the list.

(4) Book’s previous is on the list once again.

Bank Account... continued from pg. 19

price of any publicly offered eligible money mutual fund that pays a fee to participate in the guarantee program.

All major money market funds, including those from firm of giants Fidelity, Vanguard, and T Rowe Price, are participating. Participation is not up to the investor. Coverage is limited to the number of shares an investor owned as of the market close on Sept. 19.

The Bank of America will run until Dec. 18. The Secretary of Treasury has the authority to renew it up through Sept. 18, 2009. For additional information check press releases at the Treasury’s Web site, www.ustreas.gov.

A Victorville... continued from pg. 25

port. Mayor Caldwell warned, as a full-time job. “We'll have a-lifetime moment to do something bold because our redevelop­ment agency is fortunate that no one else can. Land. Lots of it. We can get it aside for you. But not forever. We don't want to lose your allies. We can help you expand your port, build an industrial park, and help you grow in the Desert. It will be a perfect partnership with the San Pedro Bay ports, the mayor concluded.

Rudolph and Sletten, Inc., is one of the leading general contracting firms on the West Coast. Rudolph and Sletten, Inc., is owned subsidiary of Perini Corporation (NYSE:PCR), the country’s ninth-largest construction firm. Rudolph and Sletten has provided quality-oriented general contracting construction management services to Rudolph and Sletten’s executive professionals manage each job comprehen­sively, from site selection to preconstruction services through project completion.

Rudolph and Slett... continued from pg. 16

also Esteban Hernandez, project engineer.

"Given the complexity of the project," Rudolph and Sletten Construction at Risk delivery method was selected," said LeRoy Eldos, senior proj­ect manager for facilities, planning, design, and construction at California State University, Pomona. “The University, Rudolph and Sletten and Carrier Johnson collaborated throughout the project design and construction process, which was a major con­tributing factor to the success of the project.”

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A bittersweet celebration for one of the Coachella Valley's political leaders marked the end of one journey and started buzz of a new one. More than 200 people gathered at the Agua Caliente Casino Resort Spa to honor 14 years of legislative service by Sen. Jim Bannan. Proceeds from the event went to Shelter from the Storm, a local organization that provides shelter and services to women and children facing abuse. "It was a great run and I'm very, very honored to have been able to serve my constituents in the Coachella Valley," Bannan said during the event's reception.

Lisa Vinton, Murrieta Citizen of the Year, is the founder and director of Southwest Pregnancy Counseling Center in Murrieta as well as president, CEO and founder of Services for Success, Inc. Lisa is a business management consultant in Murrieta as well as a public speaker.

Jim Collins of Indio laughs as he listens to a proclamation being read in his honor while receiving the George Telisman Memorial Award from the Riverside County Advisory Council. Jim Collins turned down the nomination twice, "I'm not done yet," he said. "It is nice to get a thanks, but I'm not done yet by far."

Sherry Kovas, a cashier at Ralphs Grocery Co.'s store in Indian Wells, has brought new meaning to the definition of Kellogg's Special K bars. The two-year breast cancer survivor is featured on specialty marked Kellogg's Special K protein bars, to share her experience for the "Giving Hope a Hand" promotion.
ANGEL ISLAND, is just a day trip from San Francisco where a recent fire blackened half the island but left the historical buildings intact. Many California residents may not be aware how close they came to losing an important part of this state’s history in early October 2008. A wildfire blackened nearly half of Angel Island, but quick action by firefighters saved the island’s many historical buildings and left many of the roads and trails on the popular San Francisco island intact.

Angel Island is a prominent part of the Bay panorama and has been a popular destination for hiking, biking and exploration for the decades since it became a state park in the 1950's. Only accessible by boat, the island is a quick ferry ride from Fisherman's Wharf and an especially good day trip for San Francisco visitors. When they arrive on the island, they'll find a quiet, peaceful, almost idyllic landscape with pretty coves, modest hills and picture-postcard vistas of the Golden Gate Bridge and Marin County.

No question, visitors now will find a little less mature growth and some areas blackened by the fire. But the good news is that the main Perimeter Road is open again and visitors will be able to enjoy all of the historic buildings that are normally open to the public.

Visitors arrive at Ayala Cove where most summer days and off-season weekends there are services such as a café and small store, and places where visitors can rent bikes or Segways for touring the island. There's also a one-hour tram tour around the island. But if you’re on foot, be prepared for some exercise—it's about 30 to 60 minutes of walking to any one attraction, although there are plenty of stopping points and great Bay views all along the way.

One short trip from the landing is to the Immigration Station Barracks and grounds, just a 30-minute walk to the northeast. While this area is currently under renovation—scheduled to re-open with much fanfare in April 2009—it’s possible to walk to the station and get a glimpse from the outside. Most people have heard of Ellis Island and the immigrants who came to New York by way of that immigration station, but many don’t realize that San Francisco had this very similar station on Angel Island. On our recent visit, we did get the opportunity to step into the Barracks and see the dramatic wall carvings left by Asian immigrants who were detained there an average of two to three weeks while entering the country. Most immigrants affected were Chinese, who were the objects of legislation to limit their immigration to the U.S. Even so, those who arrived here would have been considered fortunate.

The poems on the walls are written in Chinese and span the years from 1910 up until 1940 when the Immigration Service left the island.

But the Immigration Station is just part of the story of Angel Island, which offers a rich tapestry of military history that had soldiers based here for 99 years from 1863 to 1962.

A good way to see the island is to take the Perimeter Road to the southwest from Ayala Cove. In about a mile, you come to Camp Reynolds, where the officers' quarters are still intact and available for tour. Some buildings are authentic from 1863, while others were constructed in the 1870s and 1880s and are positioned around a unique parade ground—odd because it’s not flat. To march at Camp Reynolds, soldiers would have to march uphill or down, or at an angle. And, believe it or not, these Civil War-era soldiers actually participated in the Civil War by preventing gold shipments from California to the Confederacy. Visitors today can see the artillery batteries that were built near Camp Reynolds and at Point Stuart, Point Knox and Point Blunt—all positioned to counter any Confederate attacks on shipping in San Francisco Bay.

As you take the Perimeter Road around the island, you come across campsites that are quite popular on weekends and throughout the summer. There are 10 campsites altogether—nine eight-person sites and one 20-person site. Visitors bring their backpacks and tents on the Angel Island ferry.

Further along Perimeter Road we passed the trails to Mt. Livermore, the highest point on the island and destination for many hikers who visit the island. With an elevation gain of 788 feet, the hike is fairly hearty, but not difficult. It’s possible to hike a loop where you take a more gradual route up the mountain and a steeper route back down. But be prepared: there are no restrooms or water in this more remote part of the island, and some of this area was impacted by the fire.

Keep an eye out for wildlife. The island has deer and raccoons, although you won’t find skunks, possums, squirrels or any sort of predator. The island does have its own species—the Angel Island Mole—which is like a wild hamster with a pointy nose. The local moles like to make tunnels in the dry grass and you can actually hear them below the ground as you’re walking on the Angel Island trails.

Further along Perimeter Road, we came across another big part of the island’s military history: the remnants of the Nike Ajax missile site. These were cold war era non-nuclear missiles that were stored in magazines here on the island where they could be brought out and launched in time of hostilities. Interestingly, the operators of these missiles only practiced launching one missile a year and they did so at another location—so we can only wonder how accurate they might have been if called upon to hit multiple targets during a military engagement.

Next stop on the Perimeter Road was Fort McDowell, a beehive of activity during World War II, but operating on the island for all the years from 1900 to 1946. When World War II began, the fort became part of the San Francisco Port of Embarkation and more than 300,000 soldiers were shipped to the Pacific Theater of