Toyota of San Bernardino

Toyota of San Bernardino was named recipient of the 2007 Toyota Motor Sales Presidents Award. The 22nd annual award was presented to a select group of dealerships across the country. It is the fifth year the San Bernardino dealership has received the President’s Award.

UCR is Top 10

UC Riverside ranked ninth in U.S. News and World Report’s list of schools to watch. The category, added this year to the magazine’s lists of the nation’s best universities, is based on nominations by college officials across the country and identifies schools that have recently made the most promising and innovative changes in academics, faculty, students, campus or facilities. See pg. 34

Western Ranked #1

Western University of Health Sciences’ College of Osteopathic Medicine of the Pacific’s graduating class of 2008 is ranked No. 1 in the nation on a licensing test measuring clinical skills. Osteopathic students must pass the Comprehensive Osteopathic Medical Licensing Examination (COMLEX-USA) to practice medicine. COMP ranked No. 1 in the COMLEX Level 2-PE/Clinical Skills Exam.

Annual Study Reveals Tale of Two Job Markets

Survey Shows Both Employees and Employers Face Challenges in Tough Economy

Key Findings:
- More than half of employers said it is challenging to find skilled professionals today; Generation Y workers are the most difficult to recruit.
- Closely mirroring responses from employers, more than half of workers said it is challenging to find a job today.
- Nearly two-thirds of workers are more likely to try to negotiate a better compensation package today than last year.
- A lack of qualified workers and the higher cost of gas/commuting were among the top factors impacting companies’ ability to recruit skilled labor.
- Many employers are likely to offer reduced work schedules, “bridge” jobs and consulting arrangements as an alternative to retirement.
- The time to fill open positions ranges from four to 14 weeks, with senior-level roles demanding the most time.
- Six-in-ten employers estimate at least a quarter of applicants who contact them are not qualified.

continued on page 3
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Dutton Report Alert: California’s Next Target – Volunteers!
By State Senator Robert Dutton

As the California Legislature continues its annual struggle on how to balance the budget, one thing has become very clear to me—every agency that depends on state funding must figure out how to maximize the money they receive. Time after time we read examples about how your tax dollars are being fraudulently spent—whether it’s the Department of Health Services, the Department of Corrections or the Department of Social Services.

Another way to make sure we stretch those dollars effectively is by using volunteers when it is appropriate. But if the State of California is making bad faith claims that volunteers are taking over for state employees, then foravgave-free organization may end up being a state agency.

As I traveled the Sacramento area, I was impressed by the mission of the organizations that are working to keep our communities healthy and vibrant.

This is just another example how California makes it difficult to eliminate red tape and tax dollars being spent as effectively as possible. It will be difficult to resolve our budget without solving issues like this.

California lawmakers to volunteers: Drop dead.
By Rich Winterton

When last we spoke with Duanna Aguilar, she was worried. Aguilar runs the American River Parkway Foundation, a nonprofit organization that uses hundreds of volunteers to clean trash and debris from the public greenbelt that follows the river from Folsom to where it meets the Sacramento about two miles from the state Capitol.

Now Aguilar has gone from worried to deeply concerned. Panic might be next. She simply can’t believe what she’s seeing — or not seeing — from the California Legislature.

An end of the session next week, Aguilar’s foundation will have to start paying its volunteers a state-mandated wage on Jan. 1. And if that happens, the Great American River Parkway could be on its knees by Sept. 20.

ANNUAL STUDY...

While many workers are having a tough time finding suitable employment in today’s uncertain economy, companies also face challenges finding highly-skilled people. According to the fourth annual Employment Dynamics and Growth Expectations (EDGE) Report by Robert Half International and CareerBuilder.com, employers reported the level of challenge in finding a job at 3.56 on a one-to-five sliding scale; similarly, employers rated the level of challenge in finding qualified candidates at 3.47.

“Due to a highly skilled environment seems to be taking shape,” said Max Messmer, chairman and CEO of Robert Half International.

“Job seekers in some fields are competing aggressively for open positions, giving employers the edge in those segments of the hiring market. At the same time, however, companies continue to face the shortage of highly-skilled professionals in fields such as technology and accounting. These in-demand workers may not be willing to leave secure positions unless firms extend very attractive job offers.”

The Employment Dynamics and Growth Expectations (EDGE) Report includes responses from more than 500 hiring managers and 500 workers, and was conducted from May 7 to June 1, 2008 by International Communications Research in Media, Pa. It was designed to compare the perspectives of hiring managers and workers on the state of the current employment market.

The Challenge of Recruiting Qualified Staff

The shortage of qualified workers has grown more acute, with 59% of hiring managers citing it as their primary recruiting challenge, up from 52 percent in 2007. Six out of 10 employers estimate that at least a quarter of the applicants who contact them are not qualified. Thirty-one percent...
September 2008

MEMO: TO: All... society as well.
continued from pg. 3

Orienting a New Class of Talented Future Managers and Leaders Through a Unique Odyssey Project:

Later this month, we will welcome a diverse and accomplished group of new students who will participate in a unique journey of personal and professional discovery, called The Odyssey. This is a shortened version of the pioneering course that Charles Handy, the founder of the London Business School and the author of 20 books on business and society, and his wife, Elizabeth, taught for us last winter. Through an unusual process of narrative and photographic introspection and reflection, students will be able to gauge how their values align with their careers and their aspirations. Through this course they will be able to compare where they find themselves at the outset of their Drucker journey, and where they will find themselves, perhaps transformed, a couple years hence, when they depart from Drucker.

Engaging the Entire Drucker Community in a Day of Fast-Paced Learning, Social Networking and Personal Inspiration:

Drucker Day, Nov. 8, will provide an opportunity for our entire extended family to rekindle old friendships, to make new acquaintances, and to share new insights. Mini courses will be offered by seven of our Drucker School faculty members, and we’ll hear from extraordinary students and alumni, as well as from CGU President Robert Klein. The highlight of the day will be our distinguished keynote speaker, Daniel Yankelovich, author of 10 books, founder of the preeminent research firm Yankelovich, Skelly and Wright, founder of Public Agenda, and one of the world’s leading public intellectuals. Last year, we heard from leadership guru Warren Bennis of USC and Rosabeth Moss Kanter of Harvard Business School. Please join Doris Drucker and many others for a Drucker Day that looks to be as intellectually nourishing as well as personally memorable.

Putting Peter Drucker’s Principles and Practices to Work in New Ways Around the World:

In June we hosted here in beautiful Claremont, our second annual Drucker Society Global Symposium, with over a dozen groups from eight countries on four continents. These Global Drucker Societies apply Peter’s wisdom and extend his reach and impact. In Seoul, CEOs gather regularly in Drucker book clubs to read his teachings and discuss how to introduce his humanistic approach to management in their companies. In Dallas and in Drucker Societies will soon be holding workshops—based on curricular material provided by the Drucker Institute—to help non-profit and NGO leaders run their organizations more effectively. In Dubai, the former dean of the Maastricht School of Management in the Netherlands, who now lives in the Middle East, is developing a Drucker workshop on entrepreneurship. His target: women who feel locked out of society. In Los Angeles and New York, Drucker Society leaders are well along in developing a curriculum that will bring Drucker into high schools. The idea is to show students, in a dynamic, age-appropriate fashion, that effective management and leadership are how dreams get turned into reality. Drucker Societies are, in short, sparking what appears to be a grassroots global movement for effective management and ethical leadership.

Speaking of leadership, our new... continued on page 25
CLOSE-UP

Terri Poley—A Real Success Story
By Joseph Yanta

Terri Poley has achieved much in her lifetime. From her humble beginnings in La Canada, she is now the owner of Keyways Vineyard and Winery, which also bestows upon her the honor of being the only female to own a winery in Temecula Valley. She is taking this venture in a fresh direction as she tackles an often overlooked market niche in the industry: businesswomen and the women who make contributions to society.

Her strategy to maintain the competitive edge in such a dynamic and fast-paced industry in today's market is to tap into those who actively want to bring about a change in the world in which they live. She is gearing up her winery to appeal to women by adapting both the product and winery itself. She is reducing the sugar and alcohol content from her formulas, while making the tasting room more intimate and hosting special events. Host a wedding real estate where she started her own brokerage firm. From there she started attending Thomas Jefferson School of Law, where she graduated cumma laude with a JD degree.

Her titles include accountant, broker, and lawyer, but the list continues as she thrusts herself forward. Pursuing new business opportunities and wanting to overcome new challenges, she was lead by her acquired tastes and interest in the wine making process to the food and beverages industry. She purchased and dramatically transformed Keyways. The previous owner of Keyways wanted to provide premium varietals and estate wines, but Terri has a much different vision in mind. In a $1.5 million investment, she has remodeled the tasting room, expanded the production facilities, and completely redesigned the grounds.

Terri has had a fun learning experience for her as she has encountered some difficult barriers unique to the winery business. She came across some unusual obstacles in the making of this product. For example, she pointed out in an interview that red wines need to stay in inventory for years before they are ready to be released and sold to market. She has dominated the full logistics of farming and production to wholesaling to retailing, while still actively reaching her intended market in more personal ways.

Terri explains that she has "started up numerous businesses and remodeled properties, but [she] never experienced a business with the intense capital requirements and cash flow demands that this business has." Another thing she has become aware of is how detailed oriented this business is. She estimated that, "something very small, like a decision can have a huge impact on the business and significantly increase profits." She has truly risen to not only meet those demands, but exceed them.

Many recent years have followed her from the lifetime of success. She feels the most rewarding part of stepping into this business has been the people she has met, and the experience and encouragement she has to offer them. She has traveled all over the world to market these fellow wine tasters out, and they have been brought together by their common bond of love for wine. But for Terri, it is also all about the thrill of driving forward as she conquers the next task that lay ahead. How she will overcome it, and how it feeds into her excitement.

This remarkable entrepreneur has become quite influential in the industry.

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Despite Economic Slump A&R Tarpaulins Inc. Grows
By Carol Park

Fontana-based A&R Tarpaulins Inc. is growing, profi-}

The policy of "A&R Tarpaulins Inc. has always been to provide 20% of its net profit to employees and local businesses as a contribution to the growth and profitability of the company," said Dieter Weibert, A&R president. "It's our goal to ensure that all of the employees associated with our company feel a sense of ownership and this is one way of fulfilling that goal." As part of that goal, A&R also posts its profit and losses for everyone to see. That visibility how hard work and diligence pays off in a profound way. She went from an assistant to manager of Keyways, and now she is the owner of the business. With this experience, she has become knowledgeable about the industry and is able to share this knowledge with others.

Many recent years have followed her from the lifetime of success. She feels the most rewarding part of stepping into this business has been the people she has met, and the experience and encouragement she has to offer them. She has traveled all over the world to market these fellow wine tasters out, and they have been brought together by their common bond of love for wine. But for Terri, it is also all about the thrill of driving forward as she conquers the next task that lay ahead. How she will overcome it, and how it feeds into her excitement.

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Despite Economic Slump A&R Tarpaulins Inc. Grows
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Fontana-based A&R Tarpaulins Inc. is growing, profi-}
Planning for the Coming Boom

By Patrick Astre

And the darkest hour, it seems, is just before dawn. -Dedicated to the one I love.

It's been a 60s song by The Mamas & the Papas.

It seems that way sometimes, doesn't it? That the darkness of an economic slowdown will never end until it swallows your business like a pelican gulping down a fish. Well, relax, that's not the way it is. Good times follow tough times—it's just that way. The economic cycle, and it's been around since people started measuring such things. It's just as important for a business owner to plan for the coming boom, as it was for them to prepare for the recession. But when do you start? How does one know it's really over? There are no clear defining lines from recession to boom. It isn't like throwing on a light switch in a room. It's more of a slow, gradual process. What lights up the eastern sky, taking its time to arrive. We want to find trends, not sudden eruptions from good to bad ... we want to arrive .

It's different this time: Sure it is, and the check's in the mail, and you're my one and only. Don't believe what you hear it. It's more of a switch in a room. It's more of a lines from recession to boom .

Drawbacks of a healthy market

• Decrease in vacant commerce
• High mortgage and consumer credit prices
• Increase in local unemployment

All these signs, and more, indicate improving economic conditions locally, in your area of business, which is what matters most to you as the business owner. Once you see these positive signs, it's time to analyze your business for the right course to take.

Examine how your business deals with it currently. It's times like these: You should be using a computerized accounting system. Quickbooks is the premier one at the moment. If you're using an old paper system and doing your own bookkeeping, your bookkeeping task is to change immediately.

If you're in a new business, this will be the case. You cannot apply if you've been in a business while here's what to do:

Go to the report section of Quickbooks (or the equivalent section if you use a different system.) Examine two sections for a similar period of time:

• Sales by item summary. This will tell you what sold best for the equivalent recovery last time. Similar items will usually do well.
• Income by customer summary. Who's buying your product and services during a recovery? It is mainly new clients, individuals, young, old, blue collar, professionals? This is crucial so you can target your marketing toward those clients.

For more information, contact Patrick at 631-744-9101 or visit www.ProsperousCommer.com

mmercial properties and increase in commercial construction.
• Easier credit from local banks
• Lower interest rates for mortgages and consumer credit
• Decrease in local unemployment

In economic downturns, we want to carry on with your marketing campaign.

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inches to your market since the last boom time:

• Have the demographics of your market changed? Do you have younger buyers instead of older ones, families instead of individuals, industrial/commercial as opposed to individuals? Such changes in your market will require different, sales strategies, pricing, inventory, etc.

• What's the competition like now? At the risk of sounding glib, look around for competing business that didn't survive the recession. More aggressively to grab the market share of moribund competitors. Likewise, aware of aggressive competition and match them blow-for-blow.

• What are the factors unique to your industry? Some industries thrive in recession and don't do as well in recoveries. Look to the unique aspects of your industry.

• loosen the purse strings a tad. Now's the time to increase advertising and marketing, add to inventories, hire sales people. Be cautious, but move forward.

So there you have it, the basic steps to take advantage of the coming economic expansion. And remember, when things are looking super-good and it seems like this boom will never end ... that will be the time to prepare for the next recession.
Many business owners are struggling to stay profitable in today's economy. I have been surprised that my consulting business is busier now than ever. Usually my business slows down in April after businesses file their tax returns. This year is different and I have been thinking about why. I am certifying QuickBooks® ProAdvisor and I help my clients track their finances more quickly and easily. Using QuickBooks®, computer bookkeeping software, I provide QuickBooks® setup, training, and troubleshooting services at my client's location for 1-2 hours at a time.

Some business owners are realizing they need to track their finances better in order to know how their business is doing: month-to-month and week-to-week. These business owners know that they need to recognize changing trends quickly so they can help them make money. Computer bookkeeping software can help do that. Working with clients who specialize in simplifying your categories to match your tax filing processes will save you time, money, and problems. If you want extra time, extra money and fewer problems any time of the year?

How do you want to spend your time? Tracking your business finances can really take less time than you would guess, especially if a professional consultant is helping you or using willing to use computer accounting software.

The answer is to set up tracking the same way that your mind thinks about them. Then you enter the data into the computer using this method. An accountant specializing in simplifying can help your clients track their finances to get the most out of their money. A professional consultant can help you or using willing to use computer accounting software.

The Greenhorn Ranch is an ideal venue for meetings and retreats. With our miles of trails, meadows, creeks and ponds coupled with our Equine Assisted Team Building Program, your group will find unlimited opportunities to develop personally and professionally as individuals and as a team.

LOGGING & MEALS

Facilities include 16 cabins for single or multiple occupancy. The main lodge has 10 rooms, hearth side meeting area, coffee service and a cyber center with wireless access. Rates include three hearty meals a day, served family style in the Chuck House. Special dietary needs are easily accommodated.

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Environmental Team Building

Linda Russell

Staying Profitable in a Tough Economy

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Play to Win: Control Your Profits in an Uncontrollable Market
By Nathan Jamali

Housing is in the dumps. The price of gas is too high and going higher. Small and large businesses are failing everywhere. Why? Why? Why? Why? Why not? Because a bad body is better than no body. This is even more common when organizations look to lower costs and make profits rather than increasing revenue. A leader knows that by removing a low-producing salesperson, he will have an open territory that cannot be back filled. This causes additional work, stress and a possible decrease in sales for the manager. In theory, 50 percent is better than 0 percent. However, the truth is that process always causes the organization—and top performers—loss of selling skills. This is very common in many organizations. If the team assumes that everyone is selling and the salespeople begin work, there is no promotional advertising. The salespeople are not giving the teams the opportunity to sell. Salespeople are losing their jobs and closed sales for 10 years need to practice just as in high school to continue winning the game. To control profits in an uncontrollable market is to improve the things you can control in order to outperform the things you can't.

Controlling profit in an uncontrollable market is simple, but not necessarily easy. Becoming a great leader and understanding the problems of the team requires hard work and proactive play-to-win decisions. A leader must have the knowledge that makes him great; it is the discipline and willingness to use that knowledge.

For additional information, visit www.nathajamali.com or contact 972-377-0030.
Every business has its problems and causes the company to stagnate: slow cash flow, out-of-date technology, long sales cycles, etc. Often by trying to "fix" the problem, the company gets even more mired in the challenge. It seems to get stuck on the roadblock. Often they focus on the problem, shift into crisis management and let it dictate their actions.

A better solution to solving those tough problems is to just skip it. It's right, skip the problem completely. How can this help? When you confront your problem by looking over it, rather than having it stop you from reaching your goals, you see new solutions that you never realized existed. Realize that this strategy is very different than procrastination or avoidance, because it is based on recognizing the real, underlying problem and making a conscious decision to find a way to move forward instead of being blocked by it.

If you think this solution sounds too easy, you're right. Veteran ideologist think again. It's actually a great way to free your mind and see the problem in a new light. Consider the following real-life examples of how this solution helps companies overcome obstacles and make smarter decisions.

A small manufacturing business started getting many requests for additional products, but in order to meet the increased demand, the company would have to borrow the capital necessary for a major expansion. The business was relativ­ely small, but without a track record, and the bank rejected their loan request. The company was without the problem by pre-selling the products, and with advanced orders in-hand, they were able to secure the loan.

The problem of purchasing expensive software and servers and then having to upgrade a year later, or companies skipping the problem by using application service providers (ASP) who provides the software and related hardware via the Internet and charge a flat fee-per-user.

Several years ago, a pharmaceutical company decided that to solve molecular problems faster and generate new product development, it would need to triple the number of R&D employees. The problem was that employee costs would also triple, and the company couldn't afford that.

The company was able to skip the problem of hiring expensive employees by creating an online scientific forum, wherein the company posts difficult chemical and molecular problems and offers cash to anyone who can solve the problem. By making the site open to any scientist with an Internet connection and posting the problems in over a dozen languages, the company created a global, virtual R&D talent pool that has found solutions to problems that have literally stumped its own researchers. One of the great benefits of this strategy is that the company pays for the virtual researchers' time and effort only if the problem is solved.

The amount of money the company pays for a solution depends on the difficulty of the problem. Some of the awards have been as high as $100,000, although most are in the $2,000 - $3,000 bracket. To date, engineers and scientists from Beijing to Moscow have "won" at solving the company's molecular problems without even being an employee.

Don't Get Stuck; Move Forward
A difficult problem can easily be a roadblock so small that it seems impossible to get around it. The result is often procrastination. The longer the problem, the more likely you become convinced there are no solutions. Here are a few simple steps you can use to skip your problem.

1. Your problem isn't the real problem. Often, you can't see the real problem because you're blinded by what you perceive is the problem. By skipping what you perceive as the problem, you are free to discover the real problem. For example, the pharmaceutical company previously mentioned straightened their problem was not having the budget to hire a large number of scientific and techni­cal researchers. But when they skipped that problem, they saw that their real problem was being able to find molecular solutions. That's a much smaller problem.

2. Think in terms of oppos­ites. What is the opposite of what you perceive is the problem? Really is your solution. For example, if your problem is "saving money," what's the opposite of that? Spending money. So instead of focusing on how you can save money, try focusing on your company's spending. When you focus on the spending and alter your company's spending, the "saving money" solution becomes evident.

3. Look at technology for help. Today's technology offers a wealth of options for solving numerous problems. Can you find a good typist for your company? How about using dictation software to record your ideas for products or services? Use the Internet to connect to customers via online surveys.

Take Your Biggest Problem ... and Skip It
By Daniel Burra

### Executive Notes

**The University of La Verne** appointed "Alber" Helen to be the new dean of the College of Business and Public Management. Helen first joined the La Verne faculty in 1993. He succeeds Gordon Badovick, who retired at the conclusion of the 2007-08 academic year.

**Transportation Logistics Management** at Cal Poly was honored by Yolanda Oglesby as an account manager for the Inland Empire. Oglesby has nearly 30 years of experience in the trucking industry, primarily in sales. The Ontario Reign of the ECHL announced that they have named three additions to the front office staff, including a director of PR/community relations, director of ticket sales and director of finance: Dayna Cashwell will serve as the director of PR/community relations. Having spent the last three years with the Bakersfield Condors of the ECHL, Dayna will manage the Reign's public and community relations departments including all media releases, donations, appearance requests and community events; **James Collins** joins the Reign as the director of ticket sales. James’ duties will include managing the ticket sales department and developing ongoing promotions and programs that will grow the Reign's fan base to amongst the strongest in the ECHL; Ana Gonzales comes to the role of PR/communications.

San Bernardino County
Food facility closures within the last two (2) months

- Mentone
  - MOOSE LODGE #1355
  - 840 E. Highland Ave.
  - Date Closed: May 8, 2008
  - Reason for Closure: lack of potable water
  - Comments: water was restored

- Montclair
  - WETZELS PRETZELS
  - 5061 Montclair Plaza
  - Date Closed: August 19, 2008
  - Reason for Closure: Insanitary conditions
  - Date Opened: August 20, 2008
  - Comments: Critical violations corrected

- Ontario
  - LILLY MARKET
  - 814 E. Holt Blvd.
  - Date Closed: July 22, 2008
  - Reason for Closure: lack of hot water
  - Date Opened: July 22, 2008
  - Comments: Hot water restored

- Rialto
  - HERMANS RESTAURANT / CAFE
  - 115 W. Rialto Ave.
  - Date Closed: August 15, 2008
  - Reason for Closure: Vermin infestation; insanitary conditions; other unsafe conditions

- San Bernardino
  - CHUCK E CHEESE
  - 777 E. Hospitality Ave.
  - Date Closed: July 10, 2008

County of Riverside restaurants downgraded in rating, awaiting reinspection

- Coachella
  - Fork in the Road
  - 46155 Dillon Road
  - 07/29/08
  - Reinspection Pending

- Riverside
  - LA LOUNGE
  - 46155 Dillon Road
  - 07/29/08
  - Reinspection Pending

- Moreno Valley
  - ONISHI SUSHI
  - 23581 Sunnywood Ranch Rd.
  - 07/30/08
  - Reinspection Pending

- San Bernardo County
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#### 2008 EDITORIAL SCHEDULE

**EEDITORIAL FOCUS**

- Telecommunications
- Office Technology/Computers
- Economic Development/Temecula Valley
- Financial Institutions (2nd Quarter, ’08)
- Holiday Planning Party

**SUPPLEMENTS**

- Internet Services
- Long Distance/International Calls
- Copiers/Fax/Business Equipment
- CompuServe/Fax/High Speed Internet

**LISTS**

- Commercial Ready: E-Commerce Projects
- Commercial Real Estate
- Fastest Growing E/E Companies
- Mortgage Companies
- Title Companies

**December**

- Financial Institutions (3rd Quarter, ’08)
- Top Ten Southern California Resorts
- Temporary Placement Agencies
- Health Care

**2008 Book of Lists**

- Fleet Leasing Auto Dealers
- Business Brokerage Firms

**3rd Quarter, ’08**

- TRITON
- Communications, Inc.
- 661 East Canyon Road
- Ste. 8
- Irvine, CA 92618
- Phone: 949-304-5895
- Fax: 949-304-5899
- www.tritoncomm.com

#### Comments

We are very proud to say that many of our original customers are still with us today. This growth is due in large part to the commitment of our clients to not only perform but also to our people. We will continue to work hard and maintain the highest standard of customer service. We are proud to offer to you and your company.

We are a full service telecommunications and computer equipment supply company. We have served the Southern California area for over 20 years. Our account manager for your company will have an average of fifteen years experience each. The following is a list of our services:

- Smart choice for rebilling
- Total equipment
- OSI/OSI (outside plant) equipment and systems
- Complete system coupling of voice, data, and computer networking.
- 24 hour service and support.
- Billing and Voice and Data in California and 49 other states.
- NSF solutions.

TRITON Communications, Inc.
661 East Canyon Road
Suite 8
Irvine, CA 92618
Phone: 949-304-5895
Fax: 949-304-5899
www.tritoncomm.com
Golf Courses in the Inland Empire

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<th>Course Name</th>
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<td>12,000</td>
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To paraphrase Charles Dickens, the Internet is the best of communications; it is the worst of communications. One politician I know recently told me that while he is a strong defender of the First Amendment, he thinks that the Internet goes too far.

Think about it. Most publications, including the one you're reading, have checks and balances. Writers have fact checkers and editors, and publishers double-check what goes to print. Online I can report on the day aliens abducted Elvis and it goes out to the World Wide Web as fact. How often do people get those e-mails I have written about that promise $25 million dollars from the Nigerian Interior Minister. Recently I got one apologizing for the fraudulent e-mails from Nigeria with a promise to send money to cover the losses, from the Nigerian Minister of the Treasury. Like my grandfather always said, "Fool me twice, shame on you." So I'm glad I didn't get the group Marvin Gaye sang, "You can only believe half of what you read," let's review a few things you can do to at least keep your own computer correspondence straight.

The following list comes from the Robert Half International? survey of common mistakes we all make in sending out things on the Net.

1. A vague subject line.

The subject line not only lets the person receiving the message know what it's about but also provides him or her with a reason to read it. Some people -- and your boss is probably one of them -- get hundreds of e-mails each day and may not have time to scan some of them. The subject line acts as the window into the message and can also indicate its urgency, so be specific with what you write there.

2. No sign-off.

A weak signature is almost as bad as a weak handshaker: Both convey a lack of professionalism. A signature at the end of your e-mail should include your e-mail address, physical work address and phone number. Including these details gives recipients multiple means of contacting you. This important information is especially important for people to whom your e-mail might be forwarded or individuals either outside the company or in another office.

3. "I'm writing re: the meeting @ 3 A.M."

Many people take a casual approach when using e-mail. But what you write is a reflection of your professional self, so take the time to craft complete sentences, use proper grammar and check your spelling. And don't depend on your e-mail's spell-check function, which won't find misspelled words; review your e-mail carefully before sending it. (Obviously, this applies to business, not your kids' texting. Texting is not something used in checking and passing answers in a high school math test, but it's just not professional in the business world."

4. Going on and on and on.

This strategy might work for the Energizer Bunny, but your goal when crafting a message should be to keep it short. You don't want to write the e-mail equivalent of a novel, so get to the point as quickly as possible, using both short sentences and paragraphs. At the same time, you don't want to write too brief of a message, which could make you appear curt.

5. SHOUTING IT OUT.

Some people like the e-mail equivalent of typing in all capital letters. What they may not realize is this is the equivalent of shouting, and it is sure to avoid the temptation of using the caps lock button.


Unfortunately, it's easy to forget the subject of the letter in a shorter message, especially in shorter messages. An attempt at humor, for instance, maybe read as some- thing offensive or inappropriate. If you're not sure how some- thing you wrote will be interpreted, look at the side of caution and leave it out. (I've had this happen too often. A face-to-face meeting on important matters is always best."

7. Weighing others down.

If your e-mail inbox is continually clogged, you know how frustrating it can be to receive large attachments, especially when you don't want them. And, according to one survey, executives agreed, ranking the receipt of large, unsolicited files as the most annoying aspect of communications. As a result, limit the distribution of massive files to people who absolutely need them. (The reverse is also true. I can't tell you how many people apologize for not answering my e-mails because they haven't cleared their files."

8. Sending to the wrong box.

Before you send a message, always double-check the list of recipients. Many e-mail programs automatically fill in information you've previously typed, such as the e-mail addresses of frequent contacts. If you have
Is Your Business Killing Creativity?
Lessons to cultivate breakthrough innovation for explosive growth

By Scott Jeffrey

In today's hyper-connected, ludicrously fast-moving global marketplace, businesses are racing to grow big—and fast. Wall Street and private investors alike demand double-digit growth year after year.

Many business owners and executives fail to realize growth results because they haven't set the right conditions. Profitability and customer loyalty are consequences of a business's commitment to evolve, innovate and exceed their customers' expectations.

Ironically, a focus on obsessive growth can often stifle innovation, the lifeblood of a business' growth and expansion. Just ask companies like Apple, Yahoo and Blockbuster to learn how the aforementioned competitors have trampled their market share and left them irrelevant to their former customers. Consider Proctor & Gamble. In 2000, the company issued several profit warnings, sending the stock tumbling to half its value. A.G. Lafley arrives as the new chairman and CEO and shifts their focus to customer-centered innovations. Profits tripled and P&G is now one of the most valuable companies in America.

Conducting business as usual is a surefire way to make your employees obsolete. Innovation and growth requires unbridled creativity to innovate, solve problems and create a fabulous customer experience, which in turn requires the proper inner and outer conditions to manifest. We must learn to eliminate the toxic elements that lead to innovation failure.

Creative business cultures cultivate environments that embrace failure as the precursor to success. Fail, but fail fast and move on. One of Southwest Airlines' secrets to more than 30 years of profitability is memorizing the phrase: "Never, Never, More, Fastier." Many times, failure is the gateway to a breakthrough idea. Instead of sweep-
Banks in the Inland Empire

All figures represent national results and are not solely for California

<table>
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<tr>
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Inland Empire Banks - May 2010

ANNUAL STUDY... report more than half of applicants are not qualified.

Complicating the task of finding qualified talent are spiraling energy costs, hiring managers said. Twenty-nine percent said the rise in fuel prices and commuting expenses has negatively impacted their ability to attract skilled candidates who may want to limit their travel distance to and from the office.

As employers manage through these challenges, recruiting has become time consuming, taking anywhere from four to 14 weeks to fill open positions. More than half of hiring managers (56 percent) said Generation Y employees (those born between 1979 and 1999) are the most difficult to recruit, perhaps because of high expectations around pay, career advancement, flexible schedules and overall work environment.

The Compensation Question

When they find qualified professionals, firms appear anxious to win them over. Nearly two-thirds (65 percent) of hiring managers said they are willing to negotiate compensation for top candidates; 19 percent are very willing.

Despite not feeling overly confident in job prospects, professionals are increasingly inclined to negotiate better compensation levels as fuel, food, healthcare and other expenses grow. Thirty-three percent said they are more likely to try to negotiate a better compensation package with a new employer compared to 12 months ago. This contrasts with 58 percent in 2007.

Businesses are operating on leaner resources and are competing to secure the intellectual capital that will drive productivity and new revenue streams. Companies are also replacing lower-performing employees to strengthen their talent bench to prepare for a time when the economy shifts into higher gear.

While employee retention may be less of a concern in a tougher economy, many employers have nonetheless taken measures in the last 12 months to prevent good workers from leaving their organizations, including:

- Allowing flexible work schedules – 63 percent
- Increasing salaries – 56 percent
- Instituting telecommuting options – 29 percent

Companies also expressed an interest in retaining employees nearing retirement age to manage through the exodus of the baby boomers from the workforce. Forty-seven percent are likely to offer reduced work schedules as an alternative to retirement. Thirty-nine percent are likely to offer "bridge" jobs, while 37 percent are likely to offer consulting arrangements.
Jane Adams Appointment With Senior Community

A San Bernardino County Workforce Investment Board (SBCoWIB) is pleased to welcome new board member Jane Adams. Appointed by Board of Supervisors Chair Paul Biane, Adams specializes in working with county seniors. She plans to put this experience to use helping link the workforce investment board's employment services and workforce programs with the senior community.

"We appoint dynamic individuals who will help the county build a skilled workforce and a strong economy," said Supervisor Biane. "Jane will bring a valuable perspective to the board by helping us engage the senior segment."

The SBCoWIB is a business-led organization of volunteer public and private sector members. It is dedicated to building the county's workforce to meet industry needs and helping county residents build careers locally.

Adams is deputy director of the Department of Aging and Adult Services and has served San Bernardino County for more than 23 years. The combination of experience and her work with department made Adams a qualified candidate for the workforce board.

"As a SBCoWIB board member, I will ensure seniors are represented and see that their needs are considered," said Adams. "Some employers in the county can benefit from the skills and knowledge seniors bring to the workforce, and I hope to create a better link between these groups."

At the Department of Aging and Adult Services, Adams is responsible for a wide variety of programs designed to assist county seniors, disabled and at-risk adults. These programs include adult protective services, in-home support services and quality assurance services.

September 2008

Jane Adams Appointment With Senior Community

A San Bernardino County Workforce Investment Board (SBCoWIB) is pleased to welcome new board member Jane Adams. Appointed by Board of Supervisors Chair Paul Biane, Adams specializes in working with county seniors. She plans to put this experience to use helping link the workforce investment board's employment services and workforce programs with the senior community.

"We appoint dynamic individuals who will help the county build a skilled workforce and a strong economy," said Supervisor Biane. "Jane will bring a valuable perspective to the board by helping us engage the senior segment."

The SBCoWIB is a business-led organization of volunteer public and private sector members. It is dedicated to building the county's workforce to meet industry needs and helping county residents build careers locally.

Adams is deputy director of the Department of Aging and Adult Services and has served San Bernardino County for more than 23 years. The combination of experience and her work with department made Adams a qualified candidate for the workforce board.

"As a SBCoWIB board member, I will ensure seniors are represented and see that their needs are considered," said Adams. "Some employers in the county can benefit from the skills and knowledge seniors bring to the workforce, and I hope to create a better link between these groups."

At the Department of Aging and Adult Services, Adams is responsible for a wide variety of programs designed to assist county seniors, disabled and at-risk adults. These programs include adult protective services, in-home support services and quality assurance services.

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### Banks in the Inland Empire

**Ranked by Total Assets as of June 30, 2008**

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Address (Headquarters City, State)</th>
<th>Tangible Assets (in millions)</th>
<th>% Change</th>
<th>% Tangible Capital (ROA.1)</th>
<th>Tangible Capital Ratio</th>
<th>% Risk-Based Capital Ratio</th>
<th>Income (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Bank</td>
<td>700 E. Colorado Blvd, Pasadena, CA</td>
<td>230,000,000</td>
<td>16.5%</td>
<td>9.80%</td>
<td>13.59%</td>
<td>11.49%</td>
<td>11,105,000</td>
</tr>
<tr>
<td>BREA Businessman USA</td>
<td>72700 East Gary Ave, Temple City, CA</td>
<td>Would Not Disclose</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>First Bank &amp; Trust</td>
<td>72750 Lincoln Ave, Riverside, CA</td>
<td>Would Not Disclose</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Pacific Western Bank</td>
<td>1900 Calle Marquesa, Suite 100, Escondido, CA</td>
<td>Would Not Disclose</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Security Pacific Bank</td>
<td>499 S. High St, Suite 102, Ontario, CA</td>
<td>Would Not Disclose</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>East West Bank</td>
<td>120 N. Los Robles Ave, Pasadena, CA</td>
<td>12,790,000,000</td>
<td>8.62%</td>
<td>5.51%</td>
<td>7.69%</td>
<td>13.09%</td>
<td>(Loss) -20,643,000</td>
</tr>
<tr>
<td>Winchester Corporation*</td>
<td>935 S. College St., Charlotte, NC</td>
<td>132,400,000,000</td>
<td>26.8%</td>
<td>5.68%</td>
<td>8.09%</td>
<td>(Loss) -9,915,000,000</td>
<td></td>
</tr>
<tr>
<td>1st Centennial Bank</td>
<td>800 S. Mill St., Redlands, CA</td>
<td>702,370,000</td>
<td>22.36%</td>
<td>7.36%</td>
<td>9.37%</td>
<td>(Loss) -4,200,000</td>
<td></td>
</tr>
<tr>
<td>Vineyard Bank</td>
<td>1200 Center Point Court, Corona, CA</td>
<td>2,300,000</td>
<td>58.7%</td>
<td>8.07%</td>
<td>8.27%</td>
<td>(Loss) -72,350,000</td>
<td></td>
</tr>
<tr>
<td>Temecula Valley Bank</td>
<td>27710 Benefield Ave, A-100, Temecula, CA</td>
<td>1,405,000</td>
<td>1.03%</td>
<td>9.06%</td>
<td>9.22%</td>
<td>(Loss) -155,000</td>
<td></td>
</tr>
<tr>
<td>Pacific Mercantile Bank</td>
<td>1222 South Coast Drive, Suite 105, Canyon, CA</td>
<td>1,222,697</td>
<td>3.47%</td>
<td>13.29%</td>
<td>11.36%</td>
<td>(Loss) -470,000</td>
<td></td>
</tr>
<tr>
<td>Old Mutual/Sovereign V.S. Manager</td>
<td>3222 East Grand Blvd., Suite 100, Ontario, CA</td>
<td>89,700,000</td>
<td>10.46%</td>
<td>10.79%</td>
<td>10.94%</td>
<td>(Loss) -2,808,000</td>
<td></td>
</tr>
</tbody>
</table>

*Not Applicable**

**Banks showing a negative income as of June 30, 2008**

- Don Chou/Chairman/President/CEO
- Frank Newman/Co. President
- Suzanne Enderle/Pres./CEO
- Jim LeFlore/CEO
- Scott Wachtel/President/CEO

**Top Local Executive/Title Address (E.g. of different offices)
City, State/Zip**

- Larry Polk/200 E. Colorado St./Pasadena, CA 91101
- W. P. Beyer/President/CEO
- Morris Green/President/CEO
- Dina Levy/President/CEO
- Mike Porter/Pres./CEO
- Randy Zander/Regional Vice President

**Phone/Fax/Email Address**

- (800) 281-5656 or visit cnb.com/trust.

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**MEMO: TO: All...**

Drucker Institute now has both a superb executive director in Rick Wartzman, former Pulitzer Prize-winning business editor of the LA Times, and a fabulous board chairman in social entrepreneur, Bob Buford, founder of the Leadership Network and author of four books, including “Halftime” and “Finishing Well.”

The Drucker Institute’s passionate clarion call for “Closing the Responsibility Gap” has now been heard by more than 30 groups in four countries, and is beginning to fan the flames for reform and smarter stewardship in organizations ranging from small NGOs to major corporations and even entire nations.

Bringing Thought Leadership to a World Thirsty for New Knowledge and Insights About How to Improve Institutional Performance, Accelerate Innovation and Produce a Better World:

Last month here at Drucker we heard a provocative and inspiring message from one of the world’s leading thinkers about the role of business and society — Professor David Cooperider, founder of the Center for Business as an Agent of World Benefit (Center for Business Website), based at the Weatherhead School of Business at Case Western University. Earlier in the month, Professor Craig Pearce, widely considered one of the nation’s leading authorities on shared leadership, authored a stimulating piece in the Wall Street Journal, entitled “Follow the Leaders,” which reports on his research findings that poorly-performing teams tend to be dominated by the team leader, while high-performing teams have a shared-leadership structure.

Also found in the Wall Street Journal: Procter & Gamble CEO AG Lafley wrote in response to a column about Drucker’s increasing influence in China and Asia that Drucker’s teachings are very much alive in America, as well — “Guru Drucker still smiles on the U.S.... The Drucker Institute and Drucker School of Management are working to make Peter’s teachings and writings more accessible. As a new generation of leaders comes of age, these activities are all the more important,” writes AG. Prof. Vijay Sethi (a perennial winner of the “best teacher” award in our MBA Program) has recently

continued on page 39...
No one covers Inland Empire business like the Business Journal.

Inland Empire’s Largest Mixer II

Ultimate Business Networking Event.

Exhibitor Booth Space Available!

Inland Empire’s Largest Mixer II combines the networking power of Inland Empire area chambers of commerce and business organizations. Get ready to mix and mingle with professionals representing hundreds of industries and companies providing the ultimate business networking experience!

Ontario Convention Center
Exhibit Hall B
2000 E. Convention Center Way
Ontario, CA 91764

October 22, 2008
5 p.m. to 9 p.m.
$20 per person

(No checks or credit cards accepted.)

IEmixer.com 909.560.2800

Dear Roley & Associates,

Thank you, for sending such a professional and well-prepared crew. Your company was very thorough and did a great job trimming the trees around the perimeter as well as along the drive on my large property. They were on time and did excellent work and clean up. I felt very comfortable and confident in their ability and expertise. Thanks for the great job!

Sincerely, Dr. Dennis Dixon - Norco, CA

It seems every business is advertising “guaranteed” customer service guaranteed,” and so on. It all sounds good until you are unfortunate enough to have to see it. Then the run around starts! My guarantee is very simple. You assume absolutely NO RISK when using my services. I provide LONG TERM SOLUTIONS for your tree and shrubs. You are completely HAPPY or you simply do not pay. Now, doesn’t simply relieve your mind.

How now about doing some business?

Exclusive Benefits:
- Written Guarantee
- Local Masterminds
- Free Customer Support
- Certified Arborists 60567
- Contractor Lic. # 30694

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Deane Roley, President

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- Stamp Grinding
- Removals
- Tree Health
- Fertilization
- Soil Aeration
- Consultation

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Business Journal • PAGE 26

September 2008

Inland Empire’s Largest Hotels

Ranking by Number of Rooms

Hotel/Address
Le Quinotto Resort & Club
800 Indian Wells Lane
La Quinta, CA 92253
Paradise Valley Resort & Spa
38955 Country Club Dr.
Palm Desert, CA 92260
Rancho San Pedro Resort
44-400 Indian Wells Lane
La Quinta, CA 92253
Pachanga Resort and Casino
46,000 Indian Wells Lane
La Quinta, CA 92253
Hyatt Grand Champion Resort
46-600 Indian Wells Lane
La Quinta, CA 92253
Wente Mission Hills Resort
31110 Mission Dr.
Palos Verdes Estates, CA 90274
Bria Resort & Villas at Ontario
122 N. Vincent Ave.
Ontario, CA 91761
Marriott’s Rancho Las Palmas Resort & Spa
4500 Bob Hope Dr.
Rancho Mirage, CA 92270
Palm Springs Riviera Resort
4300 North Indian Canyon Dr.
Palm Springs, CA 92262
Windham Palm Springs
146 E. Escondido Canyon Way
Palm Springs, CA 92260
Harrah’s Aloha Resort
3333 E. Palm Canyon Dr.
Palm Springs, CA 92264
Holiday Inn Palm Desert
1300 E. Palm Canyon Dr.
Palm Springs, CA 92264
Mission Inn Hotel & Spa
1545 Mission Inn Dr.
Riverside, CA 92501
Spa Resort Casino
1500 Indian Canyon Dr.
Palm Desert, CA 92260
Minnow Resort
311 Indian Wells Lane
La Quinta, CA 92253
?

# of Rooms
1,080
117
56
22
522
480
51
493
410
198
299
282
24
15
260
239
20
25
32
30
20

Total Meeting
1,700
1,400
1,300
1,700
1,400
1,400
1,400
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1,400
1,700
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# of Suites
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Meeting/Exhibit Area
4,460
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Map Size (in Sq. Ft.)
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Phone/Ext.
(760) 340-5555
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Locality
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Top Floor
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Accommodations
R.C./D.P./E./G./J.L.
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R.C./D.P./E./G./J.L.
R.C./D.P./E./G./J.L.
R.C./D.P./E./G./J.L.
R.C./D.P./E./G./J.L.
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R.C./D.P./E./G./J.L.
R.C./D.P./E./G./J.L.

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Inland Empire Business Journal • PAGE 27
Business Recruitment Fundamentals: How to Onboard More “A” Players

By Lee Froschheiser

“All Aboard!” - Don’t you just wish that hiring new employees was that easy? Unfortunately, it’s such a challenge today that in a recent national survey, over 30 percent of CEOs said it took half of their employees a poor fit for the job. What’s more, putting the wrong person in the wrong position just to fill the vacancy can have dire consequences to your organization in terms of poor employee morale, low productivity, and lost opportunities. The impact to your company’s bottom line can be staggering.

The good news is that companies can drastically improve their workforce quality by adopting a proactive mindset and consistently using the right hiring procedures. Of course every company is always looking for good people, but the employees who are considered “A” players are usually working elsewhere—and happily—they’re less likely to be seeking greater pastures. So if your company’s recruiting strategy isn’t well developed, you’re basically hiring other companies’ “B” and “C” players. True, an occasional “A” player will walk through your door, but you’re more likely to find that elusive diamond by considering the establishment of solid, consistent recruitment procedures.

A multi-layered, robust, recruiting process must be rooted in proactive versus reactive recruiting. In today’s world, many companies have the risky tendency of waiting until a job opening occurs to initiate an emergency job search—reactive recruiting at its worst! In a rush to fill the open position and lacking constant, solid recruiting procedures, the company is more likely to take a less qualified candidate or, in some cases, whoever shows up first.

Plan Ahead With Good Job Descriptions

Avoid such dire measures by establishing a very structured and systematicized selection process well ahead of when your company actually needs it. This begins with writing a job description before the actual recruiting process. A good job description includes: the job’s purpose, a detailed business of responsibilities, to whom the new employee will report, ways to measure the person's effectiveness, the job's vital factors, how the person will spend their time, their authority within the company, and the required competencies, background and experience. The job description also drives your interviewing process and questions, as well as the employee’s training plan. What’s more, writing a job description before recruiting forces you to think through the position, the competencies of the person you need and develop the blueprint for the success of the job and that person.

Determine the Interview Game Plan

Once you’ve attracted the top candidates, you need an interview process that’s rooted in ideal employee needs and how these attributes relate to what’s needed for the position? Also, given the opportunity, what competencies would your internal or external customers look for from your employee to serve their needs? Whatever these competencies are, the candidate you choose must match them.

Your interview game plan must also include a robust selection process. This enables you to evaluate the potential hire in different ways. For example, you may need to conduct several interviews, and will want to do background checks at the very least.

Focus on Professional Development

After successfully hiring an employee, the next step in the recruitment process is to develop this person via ongoing coaching, training and planning that will enable him or her to the professional growth. Unfortunately, most companies have no structured on-boarding plan for new personnel. By solely focusing on bringing someone “aboard the bus,” they forget to follow through with important ongoing training and development. If this is happening at your company, you’re significantly reducing your retention odds. And if that new recruit is one of those rare “A” players, the loss is even greater.

The first 90 days of employment are critical to the long-term success of the new employee. Therefore you should develop and implement a 90-day training plan to secure the employee’s place within the organization and facilitate his or her improvement. You can vary this training based upon the new employee’s level of experience with your existing systems. But it’s important to train this new hire on business practices, how your company functions and how these fit into the organization, too.

Key to the success of this 90-day training plan is using a mentoring team consisting of a peer, manager and support person. The mentoring team should meet at least monthly to give feedback to the new hire, ensure he or she has someone to go to with questions, and enable his or her success at adhering to the 90-day training plan.

Establish Expectations Now

Also during this time, it’s critical to set clear, result-orientated goals. Why? Because these requirements will communicate company expectations and accountability for results. Make sure the new employee understands the company’s priorities, and, most importantly, measure whether or he or she is the right person for the job. Once the employee successfully completes the first 90 days, you’ll need a six-months-to-one-year, personal development plan to facilitate his or her advancement and growth. Focus on consistent, short-term development and job-performance strengthening.

Incorporate the Current Business Plan

Finally, do you have a well-developed, current plan? From day one, such a plan helps new employees understand the company’s direction and the role they should play in it. Based upon the business plan, your recent hire should also grasp the company’s vital factors—the unique set of critical elements that can either hold a company back or propel it to success. Each employee should be assigned personal vital factors that support the company’s vital factors—an exercise that creates crucial strategic alignment within your organization.

Following these fundamental strategies is a sure way to onboard those “A” players and, more importantly, keep them aboard the company bus. With the right team in place, you’ll find it’s easier to retain those good workers, maintain strong company morale and meet your business goals.

For more information call 1-888-834-3040 or visit www.MfgConsulting.com
Government-Backed Loans Can Help Cash-Strapped Companies Grow

By Robert R. Flores, Jr. 
Senior Vice President, Manager of the Government Lending Department, City National Bank

Given the current turmoil in the financial markets, many potential business borrowers are finding a tight crunch when it comes to obtaining credit. However, there’s often overlooked option that remains attractive to both lenders and borrowers: Government-backed loans.

Through the U.S. Small Business Administration’s small business 504 and 7(a) programs, loans can be made available to companies in need of capital. Because these loans are partially guaranteed by the SBA, they can be easier to obtain.

With an SBA 504 loan, businesses with a net worth of up to $10 million, or a business income of up to $2 million, can receive access to capital for the construction or purchase of equipment to expand their business. The SBA 7(a) loan program allows a business to borrow up to a maximum of $2 million.

Is Your Business... continued from p. 3

protec1ng laborers who might, hypothetically, be coerced by their employers to work some hours for nothing. But that exemption expires at the end of this year. If it is not extended, volunteers and the groups that rely on them will be back in legal jeopardy.

Earlier this year, a Senate committee killed a bill that would have extended the volunteer exemption indefinitely. An alternative measure that would grant another three-year reprieve is pending. But opponents insist that the bill include a study to determine if groups are abusing the exemption or if employees are using the exemption as a loophole to cut labor costs.

The state agency that would be in charge of that study estimated that it would cost $4 million to complete. Nobody believes that, but because of the state’s precarious fiscal condition, the Senate is giving special scrutiny to any proposal that would cost more than $10,000. So, the valiant Senate Appropriations Committee, which occupies the most space in the Capitol building, has little sympathy for these programs, business owners receive access to capital, they may not be eligible for under conventional lending criteria, and banks have the guarantee that most of what they lend will be repaid.

If you are seeking to raise money for your small business, talk to your banker and make sure you have explored all the options available.

City National Bank is California’s Premier Private and Business Bank®, providing banking, investment and trust services to successful Californians, their businesses and their families. For more information about loan programs offered by the SBA, contact City National’s Government Lending department at (800) 722-5945 or through the www.sba.gov.
Wells Fargo Opens Ontario Business Banking Office

Wells Fargo’s California Business Banking group (CBB) opened an office on Aug. 25 in Ontario. Thirteen commercial loan officers, business deposit consultants and relationship managers will staff the location at 3990 Concours Drive in Suite 310.

“By recognizing the need to establish a team in the Ontario area to better service our existing customers and take full advantage of the growth potential in this region,” said Joel McIntyre, senior vice president and regional manager of the Ontario Region within California Business Banking’s Los Angeles Metro Division.

Three service delivery channels will operate within the location. McIntyre will oversee commercial lending operations, Pattie Ehsaei, California Business Banking vice president, will oversee business deposits, and David Thorne, California Business Banking vice president, will oversee business banking relationships.

The Ontario office will service business customers with annual revenues between $2 million and $20 million.

The Auld Dubliner continued from pg. 37

On that note, I will not bore you with a long menu listing, but will share with you what we really liked, hoping to return soon to re-enjoy other tidings in the near future.

To Start - The Appetizers

• Dubliner Sausage Rolls (Ground Irish style sausage seasoned with onions and Irish seasoning, wrapped in puff pastry and baked to perfection)...$7.95
• Potato and Goat Cheese Crostini (Boiled potatoes and goat cheese over garlic crostini with basil pesto, olive tapenade and spinach)...$7.95
• Yorkshire Pudding (Mini Yorkshire puddings with rare, tender strips of beef and horseradish cream)...$8.95

Entrees

• Lamb Salad (Grilled seasoned lamb medallions over a bed of mixed greens in an herb vinaigrette dressing)...

• Sheperd’s Pie Bosty (Savory ground beef and lamb casserole with carrots, peas and leeks in a brown beef gravy)...

The whole team truly enjoyed the experience, the food and the warm and friendly atmosphere. It was unique just like the furnishings. Bill Anthony.
The following ar... continued from pg. 31... build-out. The other four buildings include 100% build-out. With 1067 total parking stalls, the project has a parking ratio of 3.4:1. The property was sold by Newport Beach-based Weih Investment Company, which was represented by The Palmer Team, out of Sacramento. The Koll Company represented itself. The International Association of Plumbing and Mechanical Officials (IAPMO), author of the Uniform Code, paid $6.8 million for a 55,800 sq. ft. ($118/sf) facility located at 4755 Philadelphia Street in Ontario, just down the street from the association’s world headquarters at 5001 E. Philadelphia St. IAPMO acquired the property with the intent of making major tenant improvements to the interior of the facility and converting it into an R&D building for its business operations. Peter Lee of Colliers International represented IAPMO in the acquisition. In Norco, a NNN-leased, two-tenant retail property occupied by Wahoo’s Fish Taco and Active Ride Shop sold for $4.7 million. The property is located at 1295 Hamner Ave., north of the 91 Freeway and just west of I-15. Built in 2003, the property is situated on 1.24 acres and is 100 percent occupied. It is located on the major thoroughfare of Hamner Ave., and has strong visibility from the 15 Freeway with a monument sign. Foxy Ly of Sperry Van Ness represented the seller, Newport Beach-based Norco NBI I, LLC. Crystal Cove Wealth Management represented the buyer, a family trust from Lorna Linda. In Montclair, Brooks Industrial Park, a 40,000-sq.-ft. business park, recently traded hands in a $1.5 million ($87.5k/sf) transaction. Situated on 2.88 acres at 4601-4607 Brooks Street, south of the 10 Freeway and west of Central Ave., the four-building property is near the Southern Pacific Railroad and the Ontario International Airport and has excellent access to the I-10 and 60 Freeways. The buildings are 87.5 percent occupied, primarily by light industrial users. The buyer, Brooks Commerce Center LLC, assumed the existing approximate $2.1 million loan. Alan Pekark and Dan Vinone of Voi Commercial Brokerage, along with Eric Barrey of Daum Commercial Real Estate Services, represented the seller, Brooks Industrial Park LLC. The buyer was represented by Steve Shafarian of Lee & Associates. In Riverside, YKS Village LLC, paid $5.75 million for University Village West, a 9,500-sq.-ft. ($605/sf) multi-tenant strip center on 0.58 acres at 1242 University Ave, just west of the I-215 Freeway. The property was built in 2007, and was 100 percent occupied by seven tenants, including Coffee Bean & Tea Leaf, Sprint, and Subway, at the time of sale. The Coffee Bean & Tea Leaf was dark at the close of escrow and was committed to subleasing their space. Robert Lee of Coldwell Banker-Metro Realty in La Crescenta represented the buyer, while Cameron Rafati and Jeremy McChesney of Hanley Investment Group handled matters for the seller, 951 Dudes LLC, out of Irvine. In a Victorville retail sale, a 5,900-sq.-ft. Starbucks-anchored multi-tenant strip center located at 14213 7th Street sold for $3.85 million ($648/sf). The property is on 0.64 acres at the signalized intersection of Greentree Blvd. and 7th. It consists of five tenants including Starbucks, AT&T, Liberty Income Tax, Sacramento Auto Insurance and USA Checks Cashed. Built in 2004, the property was 100 percent occupied at the time of sale. The buyer, LA-based Helm LLC, was represented by Bill Bird of SC Properties based in Chino Hills. Cameron Rafati and Jeremy McChesney of Hanley Investment Group represented the seller, MKJ7th and GreenTree Real Estate Holding Company LLC, based in Deerfield, IL.

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

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Colleges: Up-and-coming

This spring, for the first time, U.S. News asked the experts who respond to its annual peer assessment survey to identify schools that fit this profile. The 70 that received the most nominations range from household names like the University of Southern California to Grand Valley State in Allendale, Mich., and Salve Regina, a 2,000-student Catholic university in Newport, R.I.

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**Restaurant Review**

The Auld Dubliner

By Bill Anthony

The Galleria at Tyler in Riverside is the beneficiary of the relocation of The Auld Dubliner, an authentic Irish pub and restaurant from Dublin, Ireland. Importing the entire bar, furniture and facade from Ireland, The Auld Dubliner’s interior was hand-crafted in Dublin using only the finest materials from all over Ireland. Designed to recapture a ‘cottage pub’ type experience, The Auld Dubliner is the warm and feel of a small village pub in rural Ireland. No two pubs are exactly alike. They are designed by the private or local clientele. They have incorporated lowered wooden beams and a dark wooden floor so that guests can enjoy an excellent dining experience in a relaxed and intimate atmosphere. Live entertainment is also provided each week highlighting local and touring Irish bands.

As the local pub as both businesses side by side under the same roof. Customers stopping by for supplies would quickly revive their spiritual feelings by engaging in conversation with other shoppers over a pint of Guinness. One corner of the shop would be set aside for this purpose, furnished with comfortable seating, punching bag hand weights, and a bellied stove that burns non-stop through the winter.

Quenching the Thirst

Past History of Irish Pubs

During an Irish dining adventure at The Auld Dubliner, my guests and I were informed of some interesting facts on Irish pubs:

- In small Irish rural communities the grocer, draper, or even the local blacksmith would often double as the local pub with both businesses side by side under the same roof. Customers stopping by for supplies would quickly revive their spiritual feelings by engaging in conversation with other shoppers over a pint of Guinness.

Quenching the Thirst

The Auld Dubliner Family

The Auld Dubliner (www.aulddubliner.com) is owned by David Copley, Eric Johnson, Tony Simons and Steve Hamite. The head chef is Jeremy Smith and the general manager is Danny Mathis.

What About the Food?

Having never been to Ireland, I felt that I needed to try true Irish foods and drinks to help in this review. Not having to look too far, my associate Eileen Tilly was offered to join the team in testing and sampling the offerings of The Auld Dubliner. No one could be greedier than Eileen, and her opinions were held in high regard.

Continued on page 32

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**The Auld Dubliner**

**Guinness for Strength**

Quenching the Thirst

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Leading With Kindness: How Good People Consistently Get Superior Results,

by William F. Baker, Ph.D. & Michael O’Malley, Ph.D.

AMACOM, New York, New York;
2008; 236 Pages; $24.95.

If you were born before 1970, the odds are that you visualize a business leader as a hard-nosed male who rarely admits a mistake. You may have been influenced by the 20th Century spin on the Golden Rule: “He who has gold rules the roost.”

Throughout the 1970s and 1980s, boards of the directors of large companies sought out this stereotype for CEOs and COOs. The goals were to maximize return on investment in stockholders as quickly as possible. As a result, so much was being said or done, either selling off major divisions of the company to competitors (often overseas-based) or giving back to its original owners at fire sale rates divisions that had been recently purchased from them. Then, people who the authors, Baker and O’Malley continue, pointed out the old management’s “...the knowledge workers who Peter Drucker predicted would appear on the scene, did.” Baker points out that “...”One changed when the traditional employer-employee relationship, these employees carried the torch. What’s more, they tended to keep the above tips in mind the next time you sit down at the fax machine. This doesn’t always work. A new management style is needed. What’s more, this kind of business would not work without a corresponding change in how people manage their relationships with one another. This is precisely what the authors are promoting in Leading with Kindness.

They increasingly outsourced their core business (or required, or brought in hard-working, qualified people from overseas at significantly lower salaries). According to the authors this permits managers to discriminate against workers on the basis of race, religion, sex, age, or national origin (both recent immigrants and “green card” holders). Neither of the authors believes that new or pending state legislation will help. They feel that the situation is deteriorating in an era of unprecedented economic progress and scientific enlightenment. Management practice remains primitive, with the incidence of bullying in the workplace increasing, not declining as one might have surmised.

They go on to state: “The real disguise behind the new state laws under consideration is that too many executives are in a position to do something about this. They can change the way they manage their ranks with their ranks’ advice that whatever’s going on or refuse to do anything about it. The fact is, of course, that these leaders fail to stop in people’s heads. Less dependent on specific companies on their material discomfort. What’s more, this new management style is needed. What’s more, this kind of business would not work without a corresponding change in how people manage their relationships with one another. This is precisely what the authors are promoting in Leading with Kindness.

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Summer is almost over. Days, or at least daylight, is less each day—and, yes, soon the 95°-100° heat will begin to cool. However, don’t fret and don’t be sad, there is time enough before mid fall for a great late summer fall get-away. However, money is short—airline tickets are out of the question (not to mention time restrictions). A great recommendation: You can enjoy a full three or four day, fun-filled vacation on only one full tank of gas from anywhere in Riverside or San Bernardino. Where is this spot, you might ask? I believe it is right in front of our noses—TEMECULA!

Your days can be filled by golf, wine tasting, adventurous dining, hot-air ballooning, concert enjoyment, gambling, even fishing and water sports. Let Temecula be your next destination for a most enjoyable and affordable fun get-away.

**Wineries and Winery Dining**

Plan a tour of wine tasting of any or all of the 21 different wineries in Temecula. The micro-climate of this region is perfect for grape growing and wine production. Many of the wineries offer tasting (for a small fee) as well as tours including great restaurant dining. Here is a short list of not-to-miss wineries:

D=Dinner T=Tasting and G=Free glass

- Callaway (founded by pro-golfer Ely Callaway in 1968) T
- Churon (also has an inn) T
- Falkner T & G
- Baily T, G, D
- Hart (founded in 1970 by Joe Hart and remains a family-owned and operated winery) T & G
- Keyways (founded in 1989) T & G (Note: See close-up story on page 6.)
- Ponte Family Estate (opened 2003) T, G, D
- South Coast Winery is a resort, spa, winery and a major venue for weddings T, G, Catering
- Thornton (opened 1988 and most known for their Champagne, as well as their restaurant by the same name). Features a summer concert series T, G, D
- Wilson Creek (family owned) T

A full review, tour and tastings of the above 10 wineries will take a full day and a half. Plan, however, a lunch on one day and dinner on the other day (both at the wineries, of course) and make it a full two day get-away. Almost all Temecula wineries offer wine tasting for you to sample the different wines they produce. Most wineries offer wine tasting for under $10, and that usually includes tasting 5-6 different wines. In addition, some wineries include a free souvenir wine glass with the tasting. In addition to the above wineries, there are also 11 other fine wineries to visit if your stay is longer.

**Water Sports, Fishing and Hot-Air Ballooning**

All of the above activities can be found at Skinner Lake just east of the wineries on the same road.

**Places to Stay**

I am only going to suggest and recommend the following three places to stay, however, there are many more that are just as nice in Temecula:

- Temecula Creek Inn Resort
  Sits on over 300 acres of country ranch beauty and features 27 holes of championship golf. Meeting facilities available, as well as a 180-year-old quaint stone house; a perfect setting for wedding receptions and unique private dinners. Dining at Temecula Creek Inn Resort is located at the award winner Temet Grill. This inn is quiet luxury with great dining, and without the golf, at a very affordable price. Temecula Creek Inn is located on 44501 Rainbow Canyon Road, and the phone number is (760) 728-9100.

- Embassy Suites Hotel
  The Embassy Suites Hotel is part of the Embassy Hotel chain. It is very affordable and conveniently located in the center of the Temecula Valley. It is located at 29345 Rancho California Road, and the phone number is (951) 676-5666.

- Pachanga Casino
  A mega hotel and Indian gaming casino. It is located literally nine minutes from the wineries. This casino has at least 3,000 slot machines, four restaurants, multiple bars, and a show room seating over 1,000. Pachanga Casino books big name entertainers. They have even book Bob Dylan—yikes! The casino is located at 45000 Pechanga Parkway, and the phone number is (951) 587-0484.

So now you have a little taste of why I really like the Temecula Valley—and only a little more than an hour from my home.

For more information go to Temecula-wineries.com.