July/ August 2009

Inland Empire Business Journal

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Are We There Yet?
The UCLA Anderson Forecast

Noted in our March Report, we are in a truly global slump. The 5.7% decline in U.S. output in the first quarter pales in comparison to the 25% decline in Singapore, the 22% decline in Mexico, the 15% decline in Japan and the 14% decline in Germany. These depression-like declines were caused in large part by a 30% collapse in year-over-year exports for the 15 largest economies. Because the weakness in trade was exacerbated by the lack of financing, going forward the healing of the financial system will work to mitigate the decline.

The Financial System Heals
Despite all of the controversy, the host of Federal Reserve and Treasury actions to provide liquidity and capital to a severely wounded financial system suffering from the worst crisis since the 1930s appear to be working. In the inter-bank market the three-month LIBOR rate has declined from

LIBOR rate has declined from

| Continued on page 3 |

OPINION
Where Have All the Leaders Gone?

Am I the only guy in this country who’s fed up with what’s happening? Where is the hell is our outrage? We should be screaming bloody murder! We’ve got a gang of clueless bozos steering our ship of state right off a cliff; we’ve got corporate gangsters stealing us blind; and we can’t even clean up after a hurricane much less build a hybrid car. But instead of getting mad, everyone sits around and nods their heads when the politicians say, ‘Stay the course.’

Stay the course? You’ve got to be kidding. This is America, not the damned Titanic. I’ll give you a sound bite: “Throw all the bums out!”

You might think I’m getting senile, that I’ve gone off my rocker, and maybe I have. But someone has

continued on page 12
Effective management. Ethical leadership. Social responsibility.

The Drucker Centennial marks the 100th birthday of Peter F. Drucker, the father of modern management, author of 39 books on organizational behavior, innovation, economy, and society, and winner of the Presidential Medal of Freedom.

This is a time for commemoration, celebration, renewal and commitment to responsibility. We invite you to take part in the Drucker Centennial. Visit our website, Drucker100.com, to:

- Check out our calendar of exciting events.
- Become part of a Drucker Society and help promote positive change across the globe.
- Deepen your knowledge by enrolling at the Drucker School of Management.
- Make a tax-deductible $100 gift to honor Peter Drucker's 100th birthday.

For more information, please contact Drucker Institute Director Rick Wartman at rick.wartman@ucgcu.io or Jean Dean, Dean of the Drucker School of Management, at jra.jackson@ucgcu.io. Or call us at 866.731.2154.

The Drucker Institute

45 of all graduates from the WCU OC April 2009 custom track graduated the included MBAs.

Are We There... continued from page 1

4.85% in early October to 0.65% in May. The seized-up commercial paper market has reopened and sparked by a record-breaking rally-high yield bond spreads have come in 800 basis points since December. Along the way we have witnessed a reactivation of the major banks and the real estate investment trust industry.

Stocks too have bounced 40% off their March lows and the VIX index (a measure of stock market volatility) has been reduced from 85% to 30%. An improved financial sector alone does not make a recovery, but it is a precondition for recovery.

Housing Bottoming, Commercial Construction in Free Fall

The long agonizing decline in the housing market is in the process of ending. To be sure prices already down 31% from the peak and still falling, but the lion’s share of the decline is behind us. Indeed house prices have now returned to where they were in late 2002. We are modeling in an end to the price decline late this year or early in 2010. At the end of the day, with the Housing Affordability Index improving from 100 mid-decade to 170 recently and an end to employment declines should enable house prices to put in a bottom. Nevertheless because house price bear markets need at least 8-10% declines do not expect any swift rise in prices over the next several years.

In this California Report, we look at the continued deterioration of labor markets, take another look at the residential construction, and review the housing market, examine the details of the precipitous fall off in non-residential construction, analyze the impact of the woes of Sacramento, and finish with a rather gloomy forecast that has not changed much from our forecast in March.

Labor Market Update: The Recession Continues

The first quarter of 2009 saw a jump in the unemployment rate in California, as 387,000 jobs were lost. Three quarters of the increase was due to the January correction of under-employed construction workers becoming unemployed construction workers. For the three months of February through April, the unemployment rate in California has increased by 0.9%, well below the U.S. increase of 1.5%.

The loss of payroll jobs in recent months has been widespread cutting across most sectors of the local economy. Though payroll job loss is continuing, there was a gain in the total number of people employed in California in April; the first monthly gain in a year and the largest monthly gain since September 2006. As encouraging as this is, the dark clouds hanging over state government and nonresidential construction, continue to cast a shadow over the employment picture for the next 12 months.

Historically, the California unemployment rate has tracked with the U.S. unemployment rate. During recessions, the spread between the two widens and during expansions it narrows. These wider swings in unemployment are due to a complex of factors, not the least of which is demographic. California is a state, which has always attracted new immigrants, both domestic and foreign. It is also a young state. New arrivals and younger workers have a higher propensity to move. This is due, in part, to people trying to figure out what to do, and they often have less experience than older or geographically more established workers. This recession seems to be no exception.

Aside from the differentials from demographic factors, California’s unemployment rate has soared because of two particular structural factors. First, the... continued on page 5

Contact IE Coffee For more information about IE Coffee contact Cliff Young: (909) 801-2113 or e-mail iecoffee@gmail.com.

About IE Coffee At Inland Empire coffee and tea purveyors, we are all about high quality: the quality of the coffee beans; the quality of life for the growers; the quality of our business practices. Coffee is one of the world’s most heavily traded commodities, second only to oil. It is the world’s largest agricultural commodity. A beverage enjoyed by people the world-round, coffee - its growth and production - has a great effect on the Earth’s ecology.

We use only the top 1% of the finest organic and eco-friendly coffees that we can source because it is an environmentally and socially responsible product. Its production helps protect valuable eco-systems, helps improve the lives of the growers and their families, and helps ensure that you will have access to the best hand-grown Arabica beans in the world.

Using organic and eco-friendly coffee is a simple extension of our personal beliefs that everything we do should help, rather than harm, the world in which we live. For us, it is simply business practice to use, promote, and supply products that help protect the Earth’s ecology and provide better working environments and living conditions for our suppliers.

MEXICO CHIAPAS a Great Mexican with this oil from the Chiapas region, bright and bright. This coffee is roasted Full City with a temperature between 200-205°F. Great coffee black or with milk and cream.

GUATEMALA HUILUJUJNTANCO This Guatemalan is Brents for a exceptionally complex flavor. This coffee is great served black.

Are we coffee small batch roasted in the sunny inland empire
First Time Home Buyer’s Tax Credit

We’ve all heard about the bailouts and taxpayer money that’s been going to corporations. But it’s nice when some of those billions (or trillions) of dollars goes to average folks. The latest in the stimulus attempts is the first time homebuyer’s credit. Other than the obvious question: where is the money coming from, it’s quite ingenious. Home prices are getting down to where average people with average incomes can actually afford to buy a home. Thus it’s just giving away money to most everybody like they did last year, this year’s stimulus is more targeted. If you’re going to throw a bunch of money at the economy, why not try to encourage behavior that will improve the housing market? By making it easier for first time homebuyers, you’re going to increase overall demand; first time homebuyers don’t put a house on the market (and increase supply) when they buy their first home. By making it expire soon (Dec. 1st), it will curtail our considerable buying activity in the coming months, and by making it available immediately, they put the money to work right away.

The logic is this: “When I get it” I’ll use the tax law provisions to get a house. My return will be the tax credit I get.” The logic works as it’s a simple process. If you use a tax credit to buy a house, your return will be the tax credit you get. The tax credit is significant, especially in the current economy. No extensions are available and this credit is unlikely to be repeated in the foreseeable future. Many of the tax credit recipients will have multiple offers, so you may find yourself competing with other buyers, so give yourself plenty of time so you don’t find yourself making rushed decisions. I wonder what life will be like for realtors and escrow agents in November.

Are We There...

California unemployment rate
carried over from the U.S. rate in 2006 when the housing market turned down. As one of the states with an out sized housing boom, the upward in employment in residential construction was proportionately greater than elsewhere and the downsizing was both more acute and occurred earlier than elsewhere. Second, when the oil price began reeling from the pullback in consumption in September 2008, California, home of the import and logistics industry for consumer goods coming in from Asia, saw U.S. consumption declines amplified in these sectors. We’re just trying to find our way home; the separation rates in high, which leaped to 2.5% in January, was a bit high. The only time this achieved this level was in the period 1993-1994 when the state was undergoing a major structural change in the aerospace industry. More typically the disparity is on the order of 1% to 2%. By April, it had fallen back to 2% and ought to remain around that level in the coming months. The 0.6% increase in the national unemployment rate in May suggests another increase in California to about 11.4%. Coming out of the recession, were it not for the problems that currently exist in Sacramento, we would also expect the differential to compress. Business conditions will be illustrated in the BLS report, but it is not likely to be a case for the cards for 2010.
Meet the New Boss

By Dick Yenn, CFP®

Life-changing, triggering events occur suddenly and almost always seem to be out of our control. But, there is one area that our business plans can help protect—your family. The key is preparing your family to continue the business going strong if the unexpected occurs.

When you think about the business, the obvious is that it is all about the bottom line. But, there is also the huge responsibility of the family. It is their safety net for when the business isn’t there. The question becomes, what will happen to your business if you are no longer able to run it? We all have heard of the business being sold and the remaining family members being left with no money. Instead, the business is sold, and the family is left with nothing.

The key to planning for the business is to think about how you would like your business to continue if something happens to you. This could be as simple as a death or a disability. It is important to have a plan in place to ensure that the business can continue to function and continue to be a viable business.

Planning for the future is crucial, and there are several ways to do so. One way is to create a business succession plan. This plan should outline what will happen to the business in the event of an owner’s death or disability. It should include a list of potential successors and a timeline for when they will take over.

Another way to plan for the future is to create a buy-sell agreement. This agreement outlines the terms of the sale of the business and the payment that will be made to the selling owner. It is also important to have a plan for what will happen to the remaining owners if one of them wishes to sell out.

A third way to plan for the future is to create a personal estate plan. This plan outlines what will happen to your personal assets in the event of your death. It should include a will, a power of attorney, and a health care directive.

In addition to these plans, it is important to have a plan in place for the management of the business during your lifetime. This plan should outline who will manage the business if you are unable to do so due to a disability or incapacity.

Whether you are thinking about retirement or not, it is important to have a plan in place for the future. A business succession plan, a buy-sell agreement, and a personal estate plan are all important tools to ensure that your business can continue to function and continue to be a viable business in the event of your death or disability.

The key to planning for the future is to think about how you would like your business to continue if something happens to you. This could be as simple as a death or a disability. It is important to have a plan in place to ensure that the business can continue to function and continue to be a viable business.
About attitude, it is about aptitude: starved people are willing to invest because they want to manage their time properly. They spend too much time on mundane opportunities, too much time doing administrative tasks, and too much time hanging around the office waiting for the phone to ring.

Top performers know their stuff. Because they take the time to learn new things, they are knowledgeable. They buy books and training CDs to learn new things. They pay to attend seminars and subscribe to industry magazines and Internet services. Some top performers invest as much as five to 10 percent of their incomes every year in training and resources to help them grow as sales professionals. When you see this as your business, you begin to look at investing in it differently.

Top performers align with top clients. It is hard, if not impossible, to become a success if you don’t work with successful people. That’s why top performers are picky about the customers, clients, and partners they choose. Many salespeople are content to work with just about anybody that will talk to them. They saddle themselves with lesser caliber, low quality prospects. In the business of selling, your clients and partners say a lot about you are successful salespeople get that.

Top performers like to sell. While many salespeople shy away from various sales activities, top performers actually enjoy selling. They enjoy the client conversations, delivering presentations and meeting new prospects. They don’t like sitting in meetings for a lot of time on conference calls. They do not enjoy hanging around the office talking about sports, movies or somebody’s problems. Frankly, they’d rather be out meeting people, making contacts and writing sales.

Top performers are ‘mindful people. Some salespeople are making excuses instead of making sales. They have all sorts of reasons why something can’t be done. ‘I can’t sell that product because the price is too high,” they say. ‘I can’t get to work on time,” they say.”

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

**THE GAINERS**

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<th>Current Close</th>
<th>Beg. of Month</th>
<th>Point</th>
<th>% Change</th>
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**THE LOSERS**

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<td>-0.01</td>
<td>-11.4%</td>
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**MANNIERO RUSSELL LAW OFFICES**

**Duff & Phelps, LLC**

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**Five Most Active Stocks**

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<tr>
<th>Ticker</th>
<th>Close</th>
<th>Open Price</th>
<th>% Gain/Loss</th>
<th>52 Week High</th>
<th>52 Week Low</th>
<th>Current P/E Ratio</th>
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<td>AAPL</td>
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<td>364.84</td>
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<td>27.00</td>
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<td>9.50</td>
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<td>CVFB</td>
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<td>10.60</td>
<td>5.50</td>
<td>2.55</td>
<td>AMEX</td>
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<td>NKH</td>
<td>0.03</td>
<td>0.04</td>
<td>-1.4%</td>
<td>0.08</td>
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<td>NYSE</td>
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| Notes: (H) - Stock hit fifty two high during the month. (L) - Stock hit fifty two week low during the month. |

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**Monthly Summary 7/21/09**

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<th>Stock</th>
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<td>CHN</td>
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**BUSINESS JOURNAL • PAGE 9**
COMMENTARY

Teacher Layoffs
By Bill Leonard, Member
State Board of Equalization

Back in March when school districts around the state issued the required preliminary layoff notices to teachers, I expressed my disbelief that when push came to shove, teachers would actually lose their jobs. The March pre-notification requirement was put in place by the teachers' union to create political pressure on school board members and legislators to make the necessary budget changes to prevent the layoffs from happening. In my experience, that has not been the case.

While the most recent layoff notices issued, "final" notices were only 1,137, I looked into one of those school districts and more than 25 of the 300 teachers who got the "final" notices had already been told they are jobs for them this fall. An administrator predicted that only 100 of the remaining laid off teachers would actually not have positions by then. All 100 of those have been placed at the top of the substitute list, meaning they will work nearly every day of the next school year. And the administrator further indicated that over the course of the year, every one of them will be relieved permanently as other teachers retire, move away or quit, something that happens every single day. I asked whether any administrators had lost their jobs before classroom teachers were cut. What I understand is that some of those teachers were bumped from their positions by administrators who lost their jobs claiming their right to return to the classroom. That means that people who had been working in the district office or even as assistant principals for years will be back in front of students and the newest teachers are out of luck. Another consideration is whether a district undergoing layoffs is growing in enrollment. Most are not. In most districts in the state, the number of students is dropping or at least staying the same. Yet in recent years as California's population increased, student enrollment did, too. Now that the growth has stopped or reversed, fewer teachers are needed.

Yet the real tragedy here is that even many of those districts planning to lay off teachers have enough money in the bank to pay their salaries and then some, continued on page 39
Opus West Corporation Files for Chapter 11 Bankruptcy

Two retail centers in Chino Hills, an expansion project next to The Shoppes, called the Shoppes 2 project have filed for Chapter 11 bankruptcy protection. The filing by Opus West Corporation didn’t affect its operations at The Shoppes and The Commons, officials said.

"We don’t know specifically what will mean now," Fleiger said. "There’s no impact on the Shoppes. The management team is still in place, and it’s business as usual.”

Opus West and Opus East, LLC, subsidiaries under the Opus Group, filed for bankruptcy protection. Opus West employees give them a fitany of reasons, all of them centered on the challenging process and the steps they took in reaching the goal.

A boss sits down to have a meeting with his employees. He's short of a goal, and so the boss says, “What happened? What approach did you use? How did you attempt to solve it?” Some employees, the boss says, don’t know what is the solution to the problem.

With the real problem revealed, the boss can now take appropri­ate action, perhaps setting up timeta for them to prioritize their many tasks.

The Challenge Behind Asking “Why”

"Why" questions easy enough. It’s just a little word, after all. So "why" don’t company leaders ask this powerful question more often? Probing deep can be scary for a boss. It involves confrontation and hints of accusation. Yet asking "why" doesn’t have to be confrontational or insinuate blame, depending on how the question is asked, the tone of voice used, the way it’s introduced.

Many bosses are also accus­ted of being the go-to person for answers and direction. They actually transfer the ownership of the problem to themselves, to the boss. Consequently, they can then blame the boss for the goal’s shortcomings and failure. ‘It’s your fault, you didn’t provide the solution — the boss did. Assigning employees with the task of uncovering the reason for their missed goal or creating a viable solution to a problem or challenge shifts the responsibility back where it ultimately belongs.

"Why" questions to your favorite leader, someone who really made a difference in your life. Did he or she give you all the answers? Did he or she make you look for the answers? (Yes!) Did this teacher hold you accountable? (Absolutely!) Then loyal leaders get what they want — help people learn, cultivate the potential of those around them, and enable growth.

Toshiba

Our newest color copier technology is well traveled.

In fact, he’s been to over 25 major league ballparks.

The Magic of the Download
By J. Allen Leinbeiner

There was a time when buying a computer wasn’t enough. You had to spend hours loading all of the programs that you planned to use. These programs, of course, were determined by the kind of work you wanted your computer to do.

Some people wanted computers for school studies; some for sales; some for scientific studies and some for graphic’s work. I have often liked the computer to a record player and the programs to your records. Your computer does the job that you run.

Over the years those programs, or records, have evolved. Early on they were just punch cards. By the early nineties, they were 5-inch floppy disks. By the middle nineties they became three and a half-inch plastic disks. These were rided, but the name floppy continued. As programming grew and became more sophisticated, CD disks replaced the floppy, required CD players instead of floppy slots. Since CDs were being added, the CD player was added. This evolved into the TiVo system.

Early on in the 21st century, programming became so large that those disks replaced CD's. This disk. Packing did not evolve much through.

Cardboard and plastic boxes were found sitting on the shelves above computers everywhere. Most boxes included thick manuals about how to run the intracies of the programs. Eventually some of these manuals were discarded from the shelves. OK because there were enough other books being published about how to run the programs... For Dummies series featured just about every program released, MAC or PC.

Our group included the Missing Manual series (generated by computer guru David Pogue) filled the gap. Many such books even had their own floppy cards or CDs with added programs to add and enhance the basic package. It was only a couple of years ago that the Mac Air came out. It could do it all. At any program that you wanted it to run had to be downloadable. This came as no surprise to me since I had spoken to David Pogue over a decade ago when he had predicted to me that on-line programming would be the next wave.

The iTuunes model has become the norm. Today, many programs are available on disk or by download. Like iTunes you can just click on the program, punch in your card number, and it’s everywhere downloading. In some cases even the manual is available for downloadable on line.

The next major development for Apple’s operating system will come out this fall. It is called Snow Leopard. (The current 10.5 program is called Leopard) Snow Leopard will only be available on line. For under $40, you can upgrade your computer to the new operating system. This will probably impact the people at Best Buy as well as the mail order house like Dell.

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The Power of Asking “Why”
How This One Little Question Makes Employees Think and Grow

By Lee Froshciever
The Inland... continued from pg. 3

ions of others, and share their experiences. The in-store and out-of-store experience has become blurred.

Millennials also like well-defined and well-expressed brands. Such brands strengthen their own beliefs about themselves, offer a sense of comfort and reinforce their sense of community. Millennials are also loyal and participate in retail loyalty programs more than prior generations. It is no surprise that they are especially fond of those programs that are integrated within new media.

Retailers in Inland Southern California will have significant opportunities for growth in the next several years. Those retailers that will make the most of these opportunities will be those able to adapt to new shoppers who will be the driver of retail sales.

SIZZLIN’ SUMMER GALA SATURDAY, AUGUST 15, 2009

Who: Honoring Jamil Dada, VP of Investment Services at Provident Bank and Chair of Riverside County’s Workforce Development Board with the Celebration of Life Award from the American Cancer Society... and cancer survivor award. The American Cancer Society’s first annual Sizzlin’ Summer Gala on a hot August night

Where: Eagle Glen Golf Club, 1800 Eagle Glen Parkway, Corona, CA

When: Saturday, August 15, 2009, 6 P.M. – 10 P.M.

The Sizzlin’ Summer Gala features a hot salsa theme, with live and silent auctions including dinner for 10 on a private yacht; a helicopter ride along with travel packages, festive dining; and live musical entertainment presented by Opa Opa!

Tickets: $100

For reservations contact Paraiso Report at (951) 300-1223.

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REALTORS® Federal Credit Union Chooses "My Deposit" Home Deposit Solution From CO-OP Financial Services

REALTORS® Federal Credit Union, the nation's first Internet-based Credit Union, has selected both CO-OP My Deposit and CO-OP Network solutions from CO-OP Financial Services to give their membership greater access and convenience to their accounts.

CO-OP My Deposit allows REALTORS® FCU members to deposit checks from the comfort and convenience of their home or office by using their own scanner to send check images to the credit union's on-line banking Web site. The Deposit does not require adoption or installation of new hardware, making it an attractive solution for credit union members and small business owners.

"We needed an easy accessible, remote check deposit system for the more than 1.2 million members of the National Association of REALTORS®, who make up our service community," said Jesse Boyer, executive vice president and chief information officer for REALTORS® FCU. "As a nation-wide, branchless credit union, CO-OP My Deposit allows us to provide a secure on-line solution for our members, enabling us to more efficiently and effectively serve them. For REALTORS® FCU, the implementation process for My Deposit was very well defined and we experienced no hitches—I have already recommended it to other credit unions. More importantly, for our customers, using My Deposit is very intuitive. It provides true self-service and our members have been very satisfied."

REALTORS® FCU has also joined the nationwide CO-OP Network of 28,000 surcharge-free ATMs, 9,000 of which are REALTOR®-branded. By offering both the CO-OP Network of ATMs and My Deposit on-line home banking, REALTORS® FCU members have maximum flexibility to deposit their commission checks in the way that is most convenient for them," said Boyer. "REALTORS® FCU was originally looking at a vendor-benefit for the members of the National Association of REALTORS®, but our decision was driven by the fact that Tom Glatt, president and chief executive officer of REALTORS® FCU, "As one of the world's few totally-virtual full-service financial providers, we serve our members 24 hours a day, seven days a week, from anywhere in the world. We're very pleased to partner with CO-OP Financial Services to offer our members a convenient remote deposit capture solution and access to thousands of surcharge-free CO-OP Network ATMs."

Established in 1981 and located in Rancho Cucamonga, CO-OP Financial Services is the nation's largest credit union service organization with the largest credit union provider network. CO-OP Network, wholly owned by its credit union shareholders, CO-OP provides volume discounts on payment products and services that include ATM network access, debit processing, shared branch, check imaging and mobile payments.

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MANAGEMENT

Don’t Shoot the Messenger:
How Leaders Can Deliver Bad News
By Chris Witt

In old days, messengers who brought bad tidings risked being killed for their efforts. Times and customs have changed, but this much remains the same: no one likes being the bearer of bad news. Unfortunately, it is becoming more and more necessary these days.

Profits are falling, salaries and beneﬁts are being cut, projects are being cancelled, people are being laid off, plants are being shut down, and businesses are going under. If you’re a leader, whether or not you have the title, what can you say? What should you say?

This much is clear: you cannot communicate. Refusing to talk about problems won’t make them go away. It won’t win you people’s trust and respect. And it won’t reassure them or gain their willingness to take the actions and make the changes that are necessary.

One way or another the bad news will get out. The question is not whether but how to communicate it. Follow these guidelines to make a potentially painful experience more positive, both for you and for the people you’re addressing.

1. Be credible.
Your words and sentiments are only as believable as you are. Make sure your message is in consistent with what your audience already knows about your values, actions, and commitments.

2. Choose the right time and place.
As a general rule—there are exceptions, of course—you’ll want to communicate the bad news as soon as possible. People will feel betrayed if they think you have unecessarily kept them in the dark. But as the

book of Ecclesiastes says there’s a time and a place for everything. And the time and the place for breaking bad news are different and will change when they feel safest.

3. Tailor your message to the audience.
In some situations you’ll only have to address one audi ence—your employees, your department, your team, your clients. But in larger organizations you may need to deal with several audiences—the board of directors, your executive team, department heads and managers, the rank and file, the public, the media—and you’ll have to create a message that is suited to each audience’s particular concerns, roles, and responsibilities.

4. Give people a chance to talk.
Letting people know the general problem you’re going to give them a heads up and tell them you’ll be discussing “recent developments” or “news from the main ofﬁce.” Don’t go into details at that time, and don’t provide false reassurances. It’s okay to let people start worrying, as long as you don’t keep them on the hook for long.

5. Be prepared.
Whenever the news is bad, the stakes are high. And you wouldn’t approach any other high-stakes presentation without knowing what you’re going to say and how you’re going to say it, would you? This is not the time for ad-lib remarks or for shooting from the hip. This is the time for carefully chosen words and a conﬁdent delivery.

6. Start with the facts.
You’re giving people a painful message about anything that you can’t substan tiate. For all too obvious re asons, people today have grown disinclined to believe in leaders in both politics and business. So it’s even more imperative for you to lead with integrity. Tell people what they need to know as objectively, fairly, and completely as possible. Do not feel you have to sugarcoat the news. Pattern yourself after Sergeant Joe Friday: “Just the facts, ma’am.” Then tell people what those facts are.

7. Be empathetic.
Audience people’s feelings in a compassionate way without turning the event into a therapy session or a sob fest. Avoid telling people how exactly they feel, or going into too much detail. You might want to say something like, “I know how difﬁcult and painful these changes will be.” If appropriate, share your own feelings, or your concerns about the changes. Let them know your underlying message needs to be both credible and caring. And then put your organization’s actions behind it.

8. Provide hope.
Don’t promise things that you may not be able to keep or give assurances about the future that may not hold true. But give people reason to believe that their work has meaning, their contributions have value, and their prospects have potential. Leaders see possibilities when others see only failure, and people need hope now more than ever.

You have people’s attention. (Bad news has a way of making people sit up and take notice.) You’ve told them what is hap pening and explained why. You’ve given them the tools and set them to work. Tell people exactly what you want them to do, and show them how they will benefit from doing it.

10. Reinforce values.
As you’re communicating, ask how every thing your organization is doing is to address the situation or to respond to the crisis is in align ment with its values. Highlight the organization acts and how you personally under pressure act under pressure, tells people more about what you really value than anything else you say. Use this time as a teaching moment.

11. Repeat. Repeat. Repeat.
Don’t be the proverbial husband who told his wife that he loved her on the day they got married and hasn’t told her again because he said it once and, darn it, she should know. At best, people only hear part of the story. In the extreme case when they are being asked to undergo a painful decision for what they fear is coming. So you have to say it again and again and again. Once you’ve spoken face to face to everyone involved, schedule follow-up meetings. Make yourself available to talk in a variety of settings.

No one wants to be the bearer of bad news, but leaders do it without flinching because they know it needs to be done. They know it is in the best interests of the people they serve. And that’s the hallmark of a real leader, isn’t it?

For more information, call 619-295-8411 or visit www.wilcom.com.
Tech tips for energy efficiency at work

Michael Clark, West region general manager, midmarket customers for Microsoft’s Small and Midmarket Solutions group, recommends that business decision-makers take the following steps to reduce the impact their technology has on the environment:

1. Implement a remote working program in your business: Businesses that implement secure remote access and unified communications tools will cut down on traveling and related costs, from 10-30 percent.

2. Virtualize and save energy: Use virtualization technology in your data center or server room, reducing the number of physical servers required and energy demands for server cooling.

3. Power-up using Power Management tools: Use the Power Management tools in your laptop or desktop PC’s control panel to select energy-saving settings. If you use one of our Power Management tools, it will be the equivalent of taking one car off the road.

4. Use Sleep to shut down at the end of the day: An Energy Awareness Campaign found that more than 51 percent of the country’s midmarket office computers are left on overnight. According to the campaign survey, this adds up to more than $1.72 billion dollars and almost 15 million tons of CO2 emissions across the nation yearly.

5. When you walk away from your PC, have the sleeping feature turned on to allow you to take energy. The good news is that Windows Vista PCs have the sleeping feature turned on by default and your PC will go to sleep automatically. Additionally, Windows Vista has the power management capabilities already in it that are available in Vista’s release October of this year.

6. Work toward making your office a ‘paperless office’: Companies can use office software to minimize the amount of paper note books consumed. Rather than printing handouts, put files online, print out documents for users to review. For more information on software and technology innovation that helps people and organizations around the world improve the environment, visit www.msnresearch.com/environment.

Industrial and... continued from pg. 1

Industrial and office buildings use more than 50% of the nation’s electricity. It is imperative that all companies, regardless of their size, take the steps to save energy. This has become an important issue for companies all over the world.

The Ray-Lite program is only one of the many initiatives in our green efforts. We know that the Ray-Lite program is just the beginning of a bigger plan to save energy and protect the environment. We are committed to making a difference and we hope that other companies will join us in our efforts.

For more information on the Ray-Lite program and the Ray-Lite program’s impact on the environment, visit www.ray-lite.com.

Emerging Markets and Economic Recession—Last In-First Out?

By Payden & Rygel

The World Bank estimates that the global economy will contract 2.9% in 2009, its worst performance since the 1930s. The good news is that the pace of decline is already beginning to moderate and a global economic recovery is forecast to take hold in 2010. Global investors are busy trying to gauge which economies will recover first in order to take advantage of investment opportunities in these financial markets.

There is a strong case to be made that some of the larger emerging market economies, including Brazil, China, and India, will lead the global recovery from the economic recession. These countries have sounder economic fundamentals than the past and millions of domestic consumers to rely on in the face of the recession. For example, Brazil, India, and China consistently outpace the United States and European economies in this regard.

Brazilian and Indian stocks have shown an impressive rebound in recent months. The MSCI Emerging Markets Index has climbed up to 17% since the beginning of the year. India has reached pre-crisis levels, and Brazil is close to breaking even.

China’s growth in recent years was fueled by strong export impetus coupled with supply-side policies. (China accounted for 33% of global GDP growth between 2004-2008). This year, China has added another 11% to its GDP growth, which is its largest contribution to global GDP growth. China is expected to add another 13% to global GDP growth in 2010, which is its largest contribution to global GDP growth.

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Advertise Your Business to over 1.4 million Fair Visitors as a sponsor of our 2009 LA County Fair Build Opportunities are limited. Call 909.596.7098 ext 205 for additional details.

For more information visit www.habitatpv.org or call 909.596.7098. Donations to Pomona Valley Habitat for Humanity can be mailed to 2111 Bonita Avenue, LaVerne, CA 91750.
INLAND EMPIRE  People and Events

McDuffie Terry, Animal Emergency Clinic, was presented "Business of the Month" from Grand Terrace Chamber of Commerce. McDuffie Terry, Animal Emergency Clinic has been open since 1974 and is located at 12022 La Crose Avenue.

For more information about McDuffie Terry, Animal Emergency Clinic, call (909) 823-9350 or visit www.grandterracechamber.com.

Farmers Insurance Group had a ribbon cutting or call (909) 825-9350.

CEO from Grand Terrace has been selected for the Ontario Chamber of Commerce Business Person of The Year for 2009.

The Ontario Chamber of Commerce "Speaker Series" presented about Cagle's Appliances, the award for "Small Business Person of The Year" for 2009.

Cagle's Appliances was started in 1932 and has been conducting business in the City of Ontario for over 50 years. Cagle's Appliances is located at 114 S. Campus Avenue. For more information about Ontario Chamber of Commerce visit www.ontario.org.

The California building industry Association reports that new home construction in 2008 was more than 20% lower than the lowest point during either the 1980s or 1990s housing downturns. In March, we called these truly incredible numbers when one considers that California's population is 60% larger than it was in 1980 and 22% larger than in 1990. As incredible as they were then, they continue to get worse.

Residential Construction: The Market Overshoots

In the past month we wrote the California housing sector continues to hit new lows each month. The ensuing three months has not changed this. The California building Industry Association reports that new home construction in 2008 was more than 20% lower than the lowest point during either the 1980s or 1990s housing downturns. In March, we called these truly incredible numbers when one considers that California's population is 60% larger than it was in 1980 and 22% larger than in 1990. As incredible as they were then, they continue to get worse.

California Forecast -

The three months have turned out much as we predicted. California's unemployment rate has been increasing, local government are reducing staff, and personal income has declined. The current forecast does not differ much from the past one. The number of further cuts in the state budget is reflected in slightly slower growth in both government and health and human services over the forecast horizon and results in a slightly weaker near-term outlook.

Overall, our outlook for California is for a very weak first 2 quarters of 2009 and very little

Continued on next page 33

Mexico City...

Food is featured in most restaurants.

You'll get a yen for Baja food, visit Restaurante Danubio—they guarantee fine seafood and authentic Baja dishes.

Another historic hacienda is the San Angel Inn.

Getting there

The Presidente InterContinental Hotel offers superb accommodations, impeccable service and great rates for what you receive—luxury and excellence at an affordable price.

Where to stay

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SHADOW RENTALS, JOB CUTS THREATENING INLAND EMPIRE

Riverside-San Bernardino continues to struggle with an enormous volume of foreclosed homes on the market and a sweeping belief that home prices have not bottomed yet. Many of these foreclosed residences are never and are being offered as rentals, competing directly with Class A units. Nevertheless, the decline in overall rental demand has been mitigated, despite improving household affordability, mainly due to the difficulty that potential homeowners have in meeting banks' lending requirements, as well as escalating job insecurity in the region. The severe market correction of 2007 and 2008 has returned a large number of homeowners who bought using creative financing to the renter pool, where they are likely to remain until their credit issues are resolved and the job market stabilizes. These factors, combined with low levels of apartment construction, are supporting rental demand in the Inland Empire.

The residential development wave that seizing the Inland Empire in recent years has stretched the economic boundaries in the market well beyond Interstate 215, generating growth opportunities for investors. Currently, the I-215 corridor, high desert, southern Riverside and low desert area offer highly capitalized long-term investors the chance to acquire assets at discounted prices. Cap rates in these locations are 50 basis points to 200 basis points above the metro average. Buyers with shorter-TERM strategies are gravitating toward submarkets that are closer to job centers, namely Ontairo, Rancho Cucamonga, Fontana, Upland/Chino Hills and south of Temecula/Murrieta area, all of which benefit from their proximity to Los Angeles, Orange County and San Diego counties. Most high-paying jobs are concentrated. Properties in these less-risky fallout locations tend to have lower yields but boast higher and more stable occupancy rates than farther-out locations.
Certified Public Accountant Firms

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INLAND EMPIRE INDUSTRIAL MARKET TO FALTER FURTHER AS YEAR PROGRESSES

The Inland Empire's already hard-hit industrial market will weaken further this year as import activity and consumption slowdown, but fundamentals will be significantly worse in the eastern half of the market, according to the Midyear 2009 National Industrial Report by Marcus & Millichap. In recent years, builders constructed more space than the market demanded, adding an average of 20 million square feet annually, primarily in the eastern reaches of the market. Also included in the report is the firm's Midyear National Industrial Index (NI), a snapshot analysis that ranks 28 industrial markets based on a series of forward-looking supply and demand indicators. Riverside-San Bernardino is at No. 26 this year.

Sales volume has been limited by a wide buyer/seller pricing gap in recent months and will likely remain slow for the rest of the year as investors wait to target distressed assets," says Douglas McCauley, regional manager of the firm's Ontario office. Following are some of the most significant aspects of the Riverside-San Bernardino Industrial Research Report:

- Employers are expected to shed 42,000 jobs in 2009, a 3.5 percent decrease in total employment.
- Builders will deliver nearly 6.1 million square feet of space this year, down from 22.6 million square feet in 2008.
- Reduced space demand and ongoing construction will push vacancy rates to 370 basis points to 16.1 percent in 2009, after the average rate spiked 510 basis points last year.
- Owners will cut rents aggressively to stay competitive. This year, asking rents are set to fall 11.8 percent to $4.65 per square foot, while effective rents will drop 12.7 percent to $4.35 per square foot.
Comfort Food...
continued from pg. 35

cole slaw (which is delicious). Sandwiches include chicken on a bun, veggie sandwich and much more. Undoubtedly, one of the best selections is their slow-smoked Angus tri-tip sandwich. Side orders are fresh mushrooms, homestyle green beans, and, of course, macaroni and cheese. Their colonial Idaho baked potato is available after 4:00 p.m.—and they mean colossal. For those who are diet-conscious, cottage cheese and melon slices among other items are also added to the menu. For dinner, I would recommend their smoked BBQ platter—sliced tri-tip with pinto beans, Spanish rice and grilled vegetables, and their "Killer Ribs" is not too smoky either. Seafood favorites include a shrimp basket (country-style or BBQ), rainbow trout, and English-style fish n chips. NOW for the desserts—for some the best reason to go to Richie’s. Their old-fashioned shakes, malts and floats is what makes most come back for more. How about trying the double slinger mug root beer float. When was the last time you tasted this special drink? If you really want to be adventurous and are not calorie counting, how about the Richie’s shake or malt and choose between choco-late, vanilla, strawberry, fresh banana, Oreo cookie or peanut butter!!! I got full just thinking about it.

So eat and be merry at Richie’s Real American Diner. It is an experience you will not soon forget. This diner should be around for many years to come, but go soon before the menu changes.

An added note: They also offer a "take home" picnic pack special which includes ribs, BBQ chicken and Angus tri-tip plus their tasty side dishes.

Richie’s Real American Diner is located at 8031 Monet Avenue in Rancho Cucamonga in Victoria Gardens. Phone number is (909) 899-5303.

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<td>3133 E. Carson St.</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
<td>Alliant Insurance</td>
<td>Charles Shamskin</td>
<td>Carson, CA 90810</td>
<td>Derek Bronn</td>
<td>Hamilton Insurance</td>
</tr>
<tr>
<td>Davis &amp; Gruber</td>
<td>370 E. Highland Park St.</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
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<td>Carson, CA 90810</td>
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<tr>
<td>Eisen &amp; Associates</td>
<td>1753 S. Foothill Blvd.</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
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<td>Derek Bronn</td>
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<tr>
<td>Russell Insurance</td>
<td>1129 S. D St.</td>
<td>(909) 882-5400</td>
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<td>Alliant Insurance</td>
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<td>Derek Bronn</td>
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</tr>
<tr>
<td>United &amp; Associates</td>
<td>31400 E. Michigan Road</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
<td>Alliant Insurance</td>
<td>Charles Shamskin</td>
<td>Carson, CA 90810</td>
<td>Derek Bronn</td>
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<tr>
<td>Don Smith Insurance</td>
<td>14990 Circle Dr.</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
<td>Alliant Insurance</td>
<td>Charles Shamskin</td>
<td>Carson, CA 90810</td>
<td>Derek Bronn</td>
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<tr>
<td>Torrey Farms Agency</td>
<td>424 Cahuenga St.</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
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<td>Charles Shamskin</td>
<td>Carson, CA 90810</td>
<td>Derek Bronn</td>
<td>Hamilton Insurance</td>
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<tr>
<td>Hagg Insurance</td>
<td>157310 29 Palos Verdes</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
<td>Alliant Insurance</td>
<td>Charles Shamskin</td>
<td>Carson, CA 90810</td>
<td>Derek Bronn</td>
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</tr>
<tr>
<td>Joseph Insurance</td>
<td>1604 S. Santee Dr.</td>
<td>(909) 882-5400</td>
<td>(909) 882-5429</td>
<td><a href="mailto:bantaagency@earthlink.net">bantaagency@earthlink.net</a></td>
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<td>Charles Shamskin</td>
<td>Carson, CA 90810</td>
<td>Derek Bronn</td>
<td>Hamilton Insurance</td>
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**Note**: All information is subject to change. Before using this information, verify it with the insurance agency. Additionally, this list is not exhaustive and there may be additional agencies serving the Inland Empire.
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business journal • page 33
july/august 2009

are we there?
growth in the 3rd and 4th.
the forecast will begin to pick up in 2010, and by the beginning of 2011, will be growing at more normal levels. the keys to california's recent economic recovery is in improving the demand for imports from asia and the demand for products from california's factories, the resumption of non-residential, public works and multi-family residential construction growth, and the return of growth to the retail sector.
manufacturing will continue to slow the bleed of jobs through the 3rd quarter of 2010 primarily due to productivity improvements and the trend in personal income weak as households increase their consumption in a measured way.

our forecast remains for no growth in personal income in the first half of this year. this is because the upper tier of income earners with significant gains in capital gains from sale of assets relative to low to middle income, while they are not going out of business at a rapid rate, the growth that generates stock options, capital gains, and corporate profits will not be as much of a drag on the overall economy as in previous recessions. the downward pressure on income and employment from housing will carry over into the second quarter, but will have abated before the recovery begins. with new opportunities in alternative energy and propulsiion, and new investment in technology and research, we expect california's personal income to grow more rapidly than average in 2011.

in conclusion, our expectation is that total employment will contract by -3.5% in 2009 and will not grow in 2010. once growth returns in 2011, employment will begin to grow at a 1.8% rate. employment growth will not exceed labor force growth until the second quarter of 2012. real personal income growth will be -0.4% in 2009 and then return positive growth at 0.4% and 3.4% in 2010 and 2011 respectively.

finally unemployment will decline from 9.7% in 2009 to 9.6% in 2010, 9.1% in 2011, and 8.5% in 2012. in general economic terms, the unemployment rate is still 3.3% above 2007 levels.

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The BioHitech GOBio 1001 Series high volume organic waste decomposition technology, launched in early 2008, received grand recognition at the 2008 International Hotel/Motel & Restaurant show in New York City, receiving the prestigious award for Innovation in Green Technology.

This innovative technology solves the challenges of what to do with organic food waste. The BioHitech GOBio 1001 Series is represented by Interstate Waste Systems and Recycling Equipment located in Apple Valley, Mark Siroisoon, owner of Interstate Waste Systems says, "Having over 20 years' experience in the waste and recycling industry, feeling I have been green all along, this is by far the most exciting technology I have seen in my career.

The decomposition unit, which is energy-efficient and made of stainless steel, breaks down food waste into a liquid form within 24 hours, enabling the waste to be safely disposed of down the drain. As a result, green house gases are reduced, landfill space and fuel are preserved, and ultimately, dependency on fossil fuels and other foreign oil sources, declines. Additionally, overall costs associated with work flow efficiencies, janitorial supplies and general operational management of the organic waste flow are minimized. The technology benefits any commercial food preparatory work site application generating a high volume of organic waste, including: grocery chains, restaurants, hotels, hospitals and universities.

Operating the GOBio 1200 model at full capacity for one year will reduce emissions of 470,000 pounds of CO2 and 58 tons of greenhouse gases.

Let Interstate Waste Systems help your business go GREEN!

MTCE of greenhouse gases. That is equivalent to taking 40 cars off the road, saving 1200 gallons of diesel fuel, and planting almost 100 trees. Imagine the positive impact for our environment if all major producers of organic food waste were to take advantage of this innovative technology. The reductions could be multiplied by thousands!

The product has undergone years of rigorous testing, so it is very exciting to bring this technology to a market at a time when it is needed the most. This technology provides customers with a way to actively contribute to environmental sustainability, while also providing them with significant economical benefits and improved work flow efficiencies in the process. It is a win-win situation for everyone—most importantly, for our environmental infrastructure.

The award-winning technology is already installed in many well-known grocery chains (Albertsons Supermarket, SuperValu Foods), hotels (Four Seasons Hotels and Resorts, Santa Fe Station), hospitals and universities (University of Nevada Las Vegas). The GOBio 1001 series, manufactured by BioHitech International and represented by Interstate Waste Systems, is available in three stock models with customization available to accommodate specific capacity requirements and work site specifications.

Inquires on BioHitech technology can be directed to Interstate Waste Systems, Mark Siroisoon at 951-538-4217, e-mail: Mark@iwse.com. Also visit www.IWSE.com for more information.

Comfort Food—Inland Empire Style

By Ingrid Anthony

Diner in Rancho Cucamonga is Richie's Real American Diner, which is becoming a favorite spot for families who love old-fashioned Southern comfort food and its bright and cheerful interior. Richie's Real American Diner is located at 401 W. 1st Street, Rancho Cucamonga, CA 91730. The restaurant is open from 11am to 9pm, Monday through Saturday.

Richie's Diner was founded by still another dynamic husband-and-wife team, Jack and Linda Williams, over 17 years ago. They currently operate two other locations in Temecula and Murrieta. Their goal was to bring the tastes and atmosphere of your year and to slow down the busy lives of today's generation with simple, classic and affordable home style food. It captures an era when milkshakes and ice cream sodas were the norm on a menu. Richie's Diner boasts of a wood smoker located right next to the front entrance. It's a menu featuring Angus tri-tip, fresh-cut steaks and Ozark glazed ham travel both outside and inside, and sets the stage for an enjoyable and cheerful dining experience. This 6,000-square-foot restaurant seats approximately 230 diners, and its friendly waiters greet you at the door, just like home. Their seemingly never-ending menu is packed with classic and favorite dishes known to suit all tastes. Signature and star dishes include pot pies, Linda's pan fried chicken, Marlene's meat loaf, Papa's buttermilk chicken or buttermilk steaks or Mrs. Richie's homemade chicken pot pie. If you are looking for something different for breakfast, taste their sampler platter loaded with wood-smoked Ozark ham, kielbasa sausage, Angus tri-tip and cherrywood-smoked bacon.

Southern sweet potatoes and other egg dishes.

Our lunch, try Richie's signature burger, a fresh half-pound ground beef patty served with French fries or their homemade continued on page 11
Bump in Small Business Sales

Many buyers are waiting to get their homes appraised so they can qualify for a mortgage, according to the BizBen index. The reason: Tight lending.

Siegel said it will take "more movement by SBA-backed lenders, getting additional money into the system" to increase the volume of sales.

"I'm optimistic that we'll see things improve in the fall. The demand is there. As people adjust to current circumstances and figure out how to address some of the challenges we face, we'll see a pickup in the market for small businesses."

BizBen, the state's leading online marketplace for buyers and sellers of small, mid-market companies, continues to see a growing logjam of transactions due to tight money and depressed business values because of lower revenues—there should be a substantial increase in the volume of completed deals in the market over the next few months.

"There's a growing logjam of transactions due to tight money and depressed business values because of lower revenues—there should be a substantial increase in the volume of completed deals in the market over the next few months."

Investors Focus on Replacement Cost Drives Disconnect

"It's too hard to finance-as more are waiting to sell, with less money available."

There's a shadowy part of the market that's not showing up on the financial markets, according to Siegel, MBA, founder and CEO of BizBen.

He noted that one reason for depressed recent activity in the market has been the "usual summer doldrums. More people are waiting to sell, with less money available."

A pricing disconnect continues to hinder deal flow in the Inland Empire, creating difficulty discerning valuations. As a result, many buyers are overestimating against replacement costs when evaluating properties, resulting in disjointed, level offers. At such, sales velocity will remain subdued for most real estate assets, particularly in the eastern reaches of the market, where demand is more fragmented.

Vacancy: This year, a decline in consumer spending will result in a 320 basis point jump in the Inland Empire's retail vacancy rate to 12 percent. In 2008, vacancy increased 2.10 percent.

Realty Rates will decline as owners respond to soft tenant demand. In 2009, rental rates are forecast to fall 4.3 percent to $10.00 per square foot, while effective rents are expected to drop 7.2 percent to $10.75 per square foot.
**MANAGER’S BOOKSHELF**

"Chaotics: The Business of Managing and Marketing in the Age of Turbulence"
By Philip Kotler and John A. Caslione; AMACOM, New York; New York; 2006; pages: $25.00

Business leaders once looked at the world as going through two cycles: the up cycle and the down cycle. Today, authors Philip Kotler and Caslione put it this way: "[T]imes are either normal as a precursor to runaway growth, or they are at an impasse, and we are stuck, or we are a precursor to dwindling demand and possible recession."

Kotler and Caslione use a football analogy by noting that business executives used different playbooks depending on which of the situation they faced. The authors state: "In normal times, they compete with a mixture of offensive and defensive plays, but are not likely to win big. In runaway growth opportunities everywhere, they invest and freely capture what they can. In recession times, "businesses cut their costs and investment to insure their survival.""

There were two kinds of market conditions and two kinds of playbooks. The only real questions were the duration of good and bad times, and their predictability.

The authors contend that times are neither normal nor chaotic, they are very fundamental ways. As they put it: "Change is occurring all the time…. It can come quickly from the outside or from the inside and affect any company with any major impact… It is our view as well that there is much more risk and uncertainty in business affairs today than ever before coming from disruptive innovations and big unexpected shocks.

Business leaders have always lived with some risk and uncertainty, taking out insurance which may be able to cover some of the randomness. But today, the speed of change and the magnitude of shocks are greater than ever. This is the new normality. They need a new framework and system to deal with chaos. They need a Chaotics Management System." The authors state that the basis of this field is raised by the authors into perspective, during the past two decades business has been managed at a rate of constant turbulence. This resulting chaos is fueled by an ongoing parade of new technologies, the globalization of both producers and markets, the development of new or radically changed industries, and a level of competition including financial mechanisms that haven’t been seen in more than two centuries.

The authors say that Chaotics Management System is a way to raise this book in perspective, presenting the entire business to make sure the business in the modern age has two choices. First, it can change its efforts in trying to build a wall of outdated "normalcy" when it doesn’t have the information and solutions to issues that grow even more complex. For example, 15 years ago most people in the World Wide Web would have laughed at the possibility of the "Bric" nations (Brazil, Russia, India, China) becoming the major global players and developing raw materials inventory, technology, and industrialization. (China is a center of the world.)

To further show how the world has changed, Bric nations have begun looking over their shoulders at possible upstarts such as Malaysia, Vietnam, and Argentina.

Kotler and Caslione put forward a new playbook that has little or nothing to do with cyclical business models and three-year recovery plans. Their system based on scenario and strategies that are keyed to each scenario. There are three components to their chaotics management: The first, "detecting sources of turbulence through developing Early Warning Systems." The second component is "Responding to chaos by the Construction of Key Scenarios." The third component is "Selecting Strategy based on scenario prioritization and selection." The foundation of the authors’ chaotics management system appears to be based on a business management one: The received plan vanishes when fighting starts. The chaotics management system looks like a series of tailored contingent responses whose effectiveness depends on the facts of the situation and the final case of executing the strategy. That’s the bottom line to any plan.

-Henry Holtman

**Bestselling Business Books**

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

1. "Outliers: The Story of Success," by Malcolm Gladwell (Little, Brown & Co; $27.99) *(Why the cause of success can be linked to where you were born."

The First 2000 Years: The Epic Life of Cornelius Vanderbilt," by J.T. Stiles (Knopf Doubleday; $37.50) *(How the first officer of multiple industry categories did it."


5. "Street Fighters: The Last 72 Hours of Bear Stearns," by Kate Kelly (Penguin Group; $29.95) *(Why the toughest kid on the block couldn’t assure survival.


9. "The Ambition to Achieve," by Paul Parmar (Thomas Dunne Books; $22.95) *(Great Leaders of the Ancient World and Today...and the Lessons We All Can Learn," by Steve Forbes & John Prevas (Citadel Press; $26.99) *(While the economic models and three-year ’recovery plans. Their system based on scenario and strategies that are keyed to each scenario.

CVB Financial continued from pg. 1

filed with the Securities and Exchange Commission but has not yet become effective.

These securities may not be sold nor may offers to buy be accepted prior to the time the registration statement is declared effective. The offering will be made only by means of a prospectus.

**Germania Corp.** continued from pg. 27

Robert Wolf continued. However, Roberts will still work for Germania as president emeritus. He is a former California university president and was head of transportation and housing who once was chairman of the California Transportation Commission.

"We diversified our client base a while ago because of the hightech economy, "Wolf said. "We had an intuitive feeling that it was time to do that. That comes with age and experience.

**The Magic of... continued from pg. 12

Of course, they still sell the hardware. It’s just the software that they’ve been edged out on.

There are two good things to come out of this. First is a decline in pricing. It is not easy to copy all of the parts of a program to pass on to somebody else. Such a technology is illegal because the copyright has not been paid for. It’s just like those bootlegging tapes that you used to get your neighbor to a Nolan race from the last downturn in the block from me.

The second advantage is the "Green" advantage. One of the greatest complaints of environmentalists is the cardboard and plastic waste of such devices. By eliminating the boxes in the stores, you eliminate the garbage. It’s not different than the banks and credit unions who no longer use deposit slips.

I spoke of all this recently when speaking to the lack of hard inventory for music and movies with the iTunes downloads. Now that we can have access to this music and video, it has been converted to a digital feed, we may never have records or tapes again.

We will continue to need hard drives and some sort of transportation system, like fax sticks, when producing CDs, this is perfectly fine, along with the floppy disks and program CDs, are basically another addition to what I have referred to as "Digital Technology."

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Time seems to vanish when you visit exciting Mexico City. Here is a city that gives the aura of European sophistication with a Latin flavor. Combined with its historical reminders of the Aztec’s, the Spanish conquistadors and its later struggle for victory and independence, it mixes the past with dramatic modernization. Mexico City gives the visitor the opportunity of seeing many cultures blended into a fascinating pattern.

The oldest and the highest

Mexico City is the oldest—about 700 years—and the highest capital on the North American continent at 7,349 feet above sea level. With a population of over 17 million, it is considered the most populated city in the world. The climate is mild and comfortable and mornings are clear and crisp.

A park to remember

Chapultepec Park located near the city center and is regarded as one of the most beautiful parks in the world. Dedicated on the time of the year, it offers superb programs covering the rich history of the country and modern-day activities. The park’s Anthropological Museum is also considered one of the finest in the Near. Nearby is a delightful children’s zoo that appeals to the adult animal lovers as well as their younger counterparts. Located in the middle of Chapultepec Park is the Chapultepec Castle. It was the main castle used as an imperial residence by reigning Mexican Emperor Maximilian in the Second Mexican Empire.

History of struggle for independence

On the city’s main square, just across the cathedral famous for its many altars, stands the National Palace, the Independence Bell—originally rung by Father Hidalgo in 1810 to commence the struggle for independence against Spain. In a reenactment of the event, the bell is traditionally rung at 11 p.m. on the evening of Sept. 15th to herald the commencement of the independence celebration throughout the year.

The design of past and present

The University of Mexico City is unique in its design with its mural scenes on the exterior of the library and the Rektor Building providing photography buffs the ultimate in a wonderful subject.

MEXICO CITY

Where American Culture Meets With A Sophisticated Latin Flavor

By Camille Bounds

Travel Editor

The University of Mexico City Sports Stadium, which was built for the Olympic Games in 1968, seats over 100,000 and proves to be a venue not to be missed. The residential sections of the city contrast colonial homes with examples of unusual modern architecture design.

Be awed by the pyramids

Visit the Pyramid of Teotihuacan with the Moon and the Pyramid of the Sun. Climb to the top of either and view the wonders of the ancient empire of the Aztec. Discovered at the end of the last century this unique archaeological site is about 30 miles from the center of Mexico City and should be at the top of the list of places to visit.

Last year a structure believed to be an 800-year-old Aztec pyramid had been discovered in central Mexico City, and could drastically revise the early history of the ancient empire, officials announced. The structure was found inside the larger pyramid known as the Grand Temple at the site of the Aztec city of Tlatelolco.

Bargains in Alameda Park

Alameda Park, near the old central market, has been around since 1541, making it the city’s oldest park. The park has also been an Aztec market and was also the site of burnings, hangings and executions in the old days. With its walking paths, numerous fountains and a Moorish kiosk, this park is full of old style tradition and charm.

It is also the place for handi­crafts, curios and antiques. You are expected to gently bargain and perhaps, located a special “find.” A flea market is open on Sundays and an array of goods can be collected from collectors of “good junk” and just “junk” can be found. An enjoyable day of bargaining can add to your memorable times in this colorful city.

Also

Other activities to enjoy include jalai, soccer, baseball, golf, horseback riding and wrestling are available for the sports minded. Of course, there is the Ballet Folklorico and many other cultural and theatrical attractions.

Dining

Mexico City has at least 15,000 restaurants with diverse offerings from very basic simple continued on page 25
A Corporate membership for as little as $15,000 per company executive

Sometimes it's not "what you know" as much as it is "who you know". and with the current economic downturn that age old adage has never been more true. With that in mind Vellano Country Club has created the place where the "movers and shakers" of the Southern California business community go to network, develop relationships, and entertain their valued clients. Our Members know that being able to entertain a client at an exclusive country club is often the first step in cultivating a successful business relationship. Furthermore, making a strong impression is often as dependent on where you take your client as it is on what you do once you are there. Vellano provides a venue that allows you to create that lasting impression.

Vellano Country Club is proud to announce the roll-out of their new Corporate Membership. Your company or firm can take advantage of this unique offering for as little as $15,000 per corporate executive. *

For more details contact Art Munda at (909) 597-2801 ext. 113, or email membership@experiencevellano.com

*Price is based on the maximum four company executives for a total of $60,000.

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